

Carleton University Lessons on the Road to Preventing Layoffs

BY E. PETER FITZGERALD

IN THE PAST FIVE MONTHS, the academic staff at Carleton University have been the miner's canary in the debate over the meaning of tenure at Canadian universities. The decision in December to close several of our language and literature programs carried with it the prospect that tenured faculty would be targeted for dismissal in May 1998. This threat confronted the Carleton University Academic Staff Association (CUASA) with the most serious challenge in our 22 year history. I am happy to report that this conflict has finally ended in a satisfactory settlement. What follows is a brief account of how we got there and the lessons that we learned along the way.

Carleton's Special Situation

The campaign of our association to fight the threatened layoffs was made considerably more difficult by Carleton's special situation. A potent cocktail of government cutbacks, enrolment shortfalls, mis-

carried capital projects and expensive early retirements have saddled Carleton with a very large accumulated deficit. All academic staff were aware that Carleton's financial problems were serious, and many tended to see the layoffs as unavoidable.

Moreover, we were still in the honeymoon period of a strong-willed and capable new president who received a lot of sympathy, and rightly so, for the way he tackled the grim financial problem he had inherited. President Richard Van Loon convinced the board of governors to sign on to a long-term recovery plan, one for which he and his administration deserve full marks. But this plan demanded nothing less than a zero-deficit outcome in fiscal 1998-99, and this is what put us at loggerheads.

Finally, the financial recovery plan was accompanied by an academic restructuring strategy that placed emphasis on advanced technology, management, and public policy, along with a renewed B.A. program. This tended to create a "winners" mentality in some facul-


ties, making it easier to regard the layoffs as the necessary price for this transformation. It also created a context in which opponents of the layoffs could be dismissed as liberal arts Luddites trying to hold back progressive change.

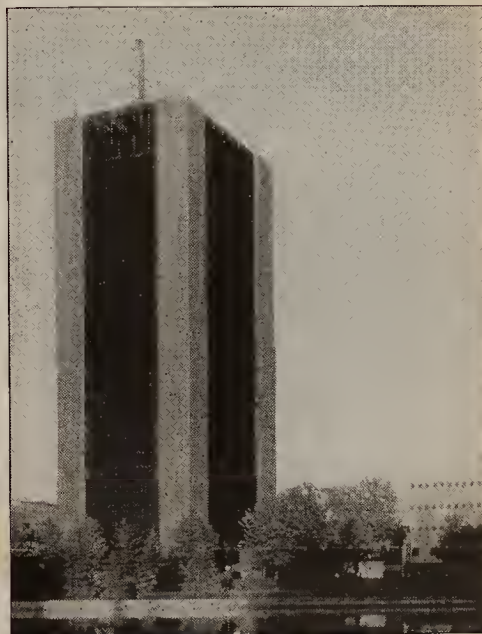
Taken together, these three aspects of Carleton's situation put us in front of an uphill battle, to the extent that few of us would have bet the farm on our chances to stop the layoffs of tenured faculty.

Factors That Helped

Just as there were three aspects to Carleton's situation that made our job harder, there were also three developments that helped us turn around faculty opinion.

First, President Van Loon turned down CUASA's public invitation to consolidate his earlier assurances into a straightforward statement that his administration

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— PHOTO: DEPARTMENT OF UNIVERSITY COMMUNICATIONS, CARLETON UNIVERSITY

The Real Story of Harassment at SFU


BY RICK COE

WHEN MISHANDLED harassment cases put Simon Fraser University prominently in the national news last summer, the mass media focused on SFU's swim coach, who was first charged with sexual harassment, then fired, then rehired, and finally compensated for his legal costs.

That case was well suited for arousing salacious interest and selling newspapers. It featured an attractive student, a successful coach, multiple allegations of sexual misconduct, charges and countercharges, titillating e-mail and photos — as well as a sexual harassment officer who resigned under pressure and a

university president who went on sick leave because of depression. The media frenzy was exacerbated by a university administration that tried to minimize damage by minimizing the information it released — which allowed journalists to keep digging and keep the story going week after week.

But last summer's real story was a dated harassment policy and an administration headed by a likeable, progressive university president who didn't always stick closely to policy and procedure and who sometimes didn't make timely, decisive decisions. This was not particularly to harassment cases: the faculty association was well aware that

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Conclusion d'une entente de principe à Carleton

PAR E. PETER FITZGERALD

AU COURS DES CINQ DERNIERS mois, le corps universitaire de Carleton a servi de cobaye dans le débat sur le sens de la permanence dans les universités canadiennes. La décision, en décembre dernier, d'abolir plusieurs des programmes de langue et de littérature comportait la possibilité du licenciement de certains professeurs permanents en mai 1998. Face à cette menace, la Carleton University Academic Staff Association (CUASA) a dû relever son plus sérieux défi en 22 ans d'existence. J'ai le plaisir d'annoncer que le conflit s'est terminé par une entente satisfaisante. Voici un bref compte rendu des événements qui


ont mené à l'entente et des leçons que nous en avons tirées.

La situation particulière de Carleton a rendu considérablement plus difficile la lutte de notre association contre la menace des licenciements. Un puissant cocktail de compressions gouvernementales, de baisse des effectifs étudiants, de projets importants avortés et de retraites anticipées coûteuses ont creusé le déficit accumulé de l'université. Tous les universitaires étaient conscients de la gravité des problèmes financiers de Carleton et, pour nombre d'entre eux, les licenciements étaient inévitables.

De plus, nous vivions encore une lune de miel avec le nouveau recteur, Richard van Loon, un homme déterminé et capable. Il

avait hérité d'un sérieux problème financier et la manière dont il s'en était occupé, lui avait valu, à juste titre, beaucoup de sympathie. Le recteur a convaincu le conseil d'administration d'endosser un plan de relance à long terme qui lui mérite, ainsi qu'à son administration, des éloges. Ce plan de relance, toutefois, exigeait rien de moins qu'un déficit ramené à zéro pour l'exercice financier 1998-1999. Voilà ce qui nous a mis à court de ressources.

Enfin, le plan de relance s'accompagnait d'une stratégie de restructuration universitaire mettant l'accent sur la technologie de pointe, la gestion, la politique d'in-

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Law coverage appreciated

The Committee of Concerned Faculty at Memorial University and Dr. Law are particularly pleased with the treatment the Law issue received in the April edition of the CAUT Bulletin. Thank you very much.

COMMITTEE OF CONCERNED FACULTY
AT MEMORIAL UNIVERSITY

Recommandation sur la condition des enseignants du supérieur

Nous reproduisons ci-dessous un extrait de la lettre que la représentation de la Fédération internationale syndicale de l'enseignement auprès de l'UNESCO a envoyée au Directeur général de l'UNESCO. Il lui recommande de publier à large échelle la Recommandation sur la condition des enseignants du supérieur et lui demande de solliciter la participation à ce travail de tous les organismes qui ont collaboré à sa rédaction et à son adoption, dont l'ACPPU.

Ayant joué un rôle pionnier en soumettant à l'UNESCO, dès la fin des années 70, l'idée d'un instrument international sur la condition des enseignants du supérieur, et ayant œuvré avec acharnement pendant plus de 20 ans pour que cet instrument voie le jour, la Fédération internationale syndicale de l'enseignement (FISE) s'est particulièrement réjouie de l'adoption par la XXI^e session de la Conférence générale de la «Recommandation sur la condition des enseignants du supérieur».

Au nom de la FISE, je tiens à vous remercier, personnellement, ainsi que vos collaborateurs de la Division de l'enseignement supérieur avec lesquels nous travaillons dans un climat de confiance et d'efficacité sur ce dossier depuis de nombreuses années, pour la détermination que vous avez mise à faire avancer ce projet, dont, vous le savez, l'heureux aboutissement répond enfin aux attentes et aux besoins de la profession universitaire.

En artisans de la première heure de ce projet, nous nous réjouissons également qu'il ait fini par rassembler toutes les organisations représentatives de notre profession et, plus largement, de la profession enseignante, dont les convergences ont beaucoup contribué à lever les préventions et hésitations de certains états et de certains milieux.

Désormais la Recommandation doit devenir le bien commun de toutes les composantes de l'enseignement supérieur et de tous les états.

Il nous semble donc urgent d'œuvrer sans retard pour qu'elle soit connue partout afin d'être mise en œuvre pour répondre aux attentes placées en elle, et jouer ainsi son rôle au service du développement d'un enseignement supérieur ouvert sur l'avenir.

C'est pourquoi nous suggérons à l'UNESCO d'envisager sa publication en brochure de grande diffusion (texte intégral et commentaires pratiques), à l'image de ce qui avait été fait pour la Recommandation UNESCO-OIT de 1966 sur la condition des enseignants en général.

Nous sommes évidemment prêts à participer à ce travail, pour lequel devraient être sollicitées toutes les ONG qui se sont le plus largement investies dans les discussions rédactionnelles et dans l'action pour l'adoption : les trois Internationales de la profession enseignante (CSME, FISE et IE), l'Association internationale des professeurs et maîtres de conférences des universités, la Fédération internationale des femmes diplômées des universités, l'Association canadienne des professeurs et professeurs d'université, ICUTO.

La FISE, pour sa part, est disponible pour un travail commun dans cette perspective, qui permettrait de mettre en évidence auprès de tous les intéressés dans le monde, un partenariat actif entre l'UNESCO et les ONG directement impliquées, pour promouvoir la Recommandation.

DANIEL MONTEUX

Fédération Internationale Syndicale de l'Enseignement

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Gender doesn't move planets

The April Bulletin was brimming with interesting information on a variety of topics. But I take issue with Dr. Joan Scott (Outside the Loop & Doing Research) with respect to the notion that "the only brand of objectivity that science rests on is that of older white men..."

In "Science as Salvation" (Routledge 1992, p. 97) Mary Midgely comments that: "No society can construct a world in which falling off cliffs will not hurt or one in which people do not have inner conflicts. And again the idea that everything we think about is a social construction could not itself be proved."

Michael Polanyi regards "objectivity" as a myth — better described as a false category (see "Personal Knowledge," Routledge and Kegan Paul, 1958). Polanyi proposes that we make statements "with universal intent" by which I assume he means we hope everyone will share our views. Excluding insanity, I am sure we will all agree about falling off cliffs. On the other hand, unfortunately, there are many other items which do not lend themselves to such facile unanimity. This is a pity.

Finally, Newtonian mechanics is an example of superb "hard" scientific theory. The Newtonian mechanics describes planetary motion with high precision and only falls short of perfection for the planet Mercury. The sophistications of relativistic mechanics are necessary for a correct description of the motion of this planet.

The notion that the motion of the planets somehow depends on the sex of the physicists who proposed the theory is absurd. Indeed the theories of Newton and Einstein are merely a more sophisticated version of what happens when apples fall from trees and people fall off cliffs.

JOHN M.W. SCOTT
St. John's, Newfoundland

Kudos for April's Status of Women Supplement

I wish to express my thanks to CAUT's Status of Women Committee: Jennifer Bankier, Jeanette Lyles, Jennifer Mather, Linda Paul and Joan Scott, for a superb supplement (Bulletin, April). As an academic with 28 years' experience, during which I was full-time, sessional, contractual and now back to sessional, I know this supplement represents my views.

It is a commendable effort on the part of the committee and the authors of the articles. Bravo, authors!

I would like to remind Dorothy Tovell, however, that buffet meals are far cheaper than à la carte menus, and that the status and importance of an à la carte dinner is far higher than that of a buffet. Even the staff treats diners differently when they offer both in the same restaurant, just like support staff treats sessionals differently (read condescendingly at best).

I also ended up with a patchwork quilt career by choice, family being too important to me to delegate to others. However, I didn't know what a high price I would pay.

It is encouraging and empowering and supportive to read about other people's feelings, so similar to my own: the anonymity, marginalization, self-blame, lowered self-esteem, lack of recognition, invisibility.

Like Linda Paul, I watched my colleagues get their 20 and 25 year pins, their names appearing in the university paper, without a word from anyone about my continued, uninterrupted service to this university for 28 years. In fact, when I started my contractual position in 1986, there was no mention nor recognition of the previous 16 years of service, eight of them in a full-time, tenure-track appointment. I was starting with a blank slate, and the official letters greeted me as a newcomer.

I hope that this supplement will be read carefully and thoughtfully by all faculty. Unfortunately, sessional and the rest of the "amorphous mass" do not receive the Bulletin, as they are usually outside the bargaining unit. (I had to borrow a copy from a colleague.)

There is so much work to do. We must keep trying to get the message out to the university community. Thank you once again for your superb efforts.

ELENA HANNAH
Psychology, Memorial University of Newfoundland

Science faculty emasculated at Memorial University?

Perhaps the Law-Tuinman spat at Memorial University of Newfoundland (Bulletin, April) has obscured what I believe is one of the most unfortunate outcomes of the vice-president academic's tenure at this university — the emasculation of the faculty of science.

By budgeting equal dollars per student-course registration across faculties the vice-president academic imposed discriminatory economies on those disciplines which are science-based, specifically laboratory-based.

Just what he expected to achieve by this approach is hard to fathom, but the most likely outcome will be the inability to rehire many Newfoundlanders who have been on contract or whose unions are unable to protect them from layoff for departmental budgetary reasons.

Memorial University will never again be the happy institution that it once was.

FRANK R. SMITH
Chemistry, Memorial University of Newfoundland

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The Real Story at SFU

FROM PAGE 1

the SFU administration had great difficulty carrying out various quasi-judicial procedures in ways that would satisfy a court of tribunal.

And now the real story is how SFU stickhandled out of the mess and, using a very open, consultative process, created an impressive new harassment policy.

Early this month, SFU announced the resolution of ten harassment cases, originating between 1993 and early 1997. The cases had been invalidated, among other things, because the committees that adjudicated them had not been properly appointed. In the opinion of a senior CAUT lawyer, the procedural violations were so serious as to be considered substantive.

Most of these cases, which cannot be discussed in print because of privacy rights, did not involve faculty members. Allegations ranged from rape to racial discrimination to using offensive language.

One case which remains unresolved is that of psychologist Richard Freeman, who is currently suspended without pay pending his appeal of a 1997 criminal conviction for sexual assault. The university has said that if his conviction stands he will be fired (in which event, the unresolved internal case will presumably become moot).

Direct costs for settling the ten cases were \$185,000, mostly in legal and consulting fees. Other costs included a severance package for former university president John Stubbs, who resigned in the aftermath of the mishandled cases. In accordance with the contract he had signed in 1992 and including a year's administrative leave, that package cost \$315,000. Also in accordance with that contract, Stubbs became a tenured full professor at the top step of SFU's pay scale (presently \$100,000/year). The university was also unable to reclaim any monies paid to seven people who were identified as victims and compensated under the old policy.

SFU's current president, Jack Blaney, expressed his "regret that we have had to spend taxpayers' money on legal issues, rather than teaching and research."

Blaney moved into the president's office on September 15, after an interregnum presided over by vice-president academic David Gan. One of his first moves was to

second economics professor and former vice-president academic Jock Munro to oversee the creation of a new harassment policy.

Shortly thereafter, Blaney held a press conference during which he revealed particulars of the procedural problems and that 11 cases would have to be reviewed. "When we discovered procedural shortcomings that called into question our harassment investigations, we had a duty to admit openly where we went wrong and to do the right and fair thing for everyone involved," Blaney explains.

In contrast with the previous summer, this led not to weeks of negative coverage, but to one "bad news" day. Later in the fall, the *Vancouver Sun* seems to have been convinced that its coverage during the summer and early fall had not fully lived up to journalistic standards; subsequent coverage has been more evenhanded and subsequent editorials have accentuated the positive.

On December 16, the *Sun* editorialized, "SFU deserves an A, at least in academics. Despite recent scandals, the [University] on Burnaby Mountain has solid educational credentials ... Simon Fraser University is far more than a highly publicized, though irresistibly newsworthy, episode that approached soap-opera status. And John Stubbs is much more than a respected university president brought down by the ensuing scandal ... It's doubtful that any organization — and perhaps any top executive — could have stickhandled with finesse the bizarre case of Rachel Marsden's convincing but apparently false complaint of sexual harassment ... [SFU's] fundamentals, enhanced during Mr. Stubbs's administration, are strong."

The Revision Process

Thanks to a task force that listened, that took suggestions and criticism not defensively, but constructively, SFU created a new, radically improved, and seemingly workable harassment policy. The harassment policy was also a major focus for the faculty association from September 1997 through January 1998.

Revision of the policy had already been underway for three years when the new task force was appointed. In large part because both faculty members were seconded, not expected to create the revised

policy in addition to their normal duties, the task force both consulted a great deal and got the job done in four months.

The consultative process was not a one-time event. Each time the task force made substantive revisions, a draft was sent out for comment. This iterative process not only produced a much better policy, it also helped faculty, staff, and students feel they had been thoroughly involved and that their concerns had been considered seriously. Certainly the policy that emerged was substantively quite different from the drafts circulating early in the fall of 1997.

Where early drafts had, in the opinion of the faculty association executive, various significant problems — including being strong on confidentiality but weak on reporting, giving too much power and discretion to individual administrators, not providing sufficient appeals, not being sufficiently precise about how documents would be handled and filed — the final policy is much more precise and balanced.

As both Blaney and Munro very willingly acknowledge, the faculty association, with help from the lawyers provided by CAUT, played a very significant role in helping the process, highlighting problems in various drafts, and suggesting alternatives. Faculty association interventions were based on the assumption that faculty members, from time to time, will be both respondents and complainants, as well as the assumption that harassment often violates the academic freedom of the person harassed.

The university senate, the B.C. Civil Liberties Union, and a number of individual faculty members also made significant contributions. Indeed, the last few revisions — including adding particulars to the reporting provision — were made by the board of governors in response to motions passed by senate and memos from Senator Michael Wortis and the faculty association.

The proof, of course, is in the pudding. But the present consensus seems to be that the new policy strikes good balances (e.g., between the need for confidentiality to protect innocent individuals and the need that justice is seen to be done) and that it will prove workable.

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— PHOTO: M. RENICK —

Appointment

CAUT IS PLEASED TO ANNOUNCE THE APPOINTMENT of James L. Turk as the new Executive Director of the Association. His appointment will commence on July 1, 1998. Dr. Turk received his PhD in sociology from the University of Toronto. Undergraduate degrees were received from the University of California, Berkeley and Harvard University. He was also a Knox Fellow, political science and philosophy, at Cambridge University in England. Most recently, Dr. Turk has been executive assistant to the national president for the Canadian Union of Public Employees. Prior to that, he was director of education for the Ontario Federation of Labour as well as acting chair of the Ontario Council of Regents for Colleges of Applied Arts and Technology. Dr. Turk was an assistant professor at the University of Toronto from 1970-1975 and an associate professor from 1975-1989. ■

Nomination

L'ACPPU A LE PLAISIR D'ANNONCER LA NOMINATION de James L. Turk au poste de directeur général de l'association. Sa nomination entrera en vigueur le 1^{er} juillet 1998. M. Turk a obtenu un doctorat en sociologie de l'Université de Toronto. Il détient des diplômes de 1^{er} cycle des universités de Californie, Berkeley et Harvard. Il a également reçu une bourse Knox en sciences politiques et en philosophie de l'Université de Cambridge, en Angleterre. Avant de joindre l'ACPPU, M. Turk était directeur adjoint du président national du Syndicat canadien de la fonction publique. Avant d'occuper ce poste, il était directeur de l'enseignement à la Fédération du travail de l'Ontario ainsi que président intérimaire de l'Ontario au Conseil ontarien des affaires collégiales. M. Turk a été professeur adjoint à l'Université de Toronto de 1970 à 1975 et professeur agrégé de 1975 à 1989. ■

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GOVERNANCE WATCH

An Active Role for Librarians

The need for librarians to participate actively in university and library governance is crucial. Often, however, they experience difficulties gaining representation on the appropriate committees. Librarians who attempt to change the governance structure within their institutions may discover they have to overcome not only bureaucratic obstacles but also the attitudinal obstacles of both their non-librarian colleagues and those within their own profession.

Librarians may find themselves trapped in a vicious circle in which their low visibility in the institution means they have low involvement at the committee level.

Since collegiality has not traditionally extended to librarians, library managers often do not view their librarian colleagues as peers and may not seek their active involvement in decision-making. Coupled with this is the perception that if the chief librarian is a member of a committee then the library is adequately represented.

In a number of institutions librarians are already eligible for election to university governance committees from the faculty group. However, surveys indicate that in many places, librarians are rarely elected to these positions.

Where librarians are not members of governance committees, they should use whatever means are available to gain positions. If the mandate of a committee is under review then representation should be made to include librarians.

Lobbying is an important component of the process of change, and faculty support should be garnered at all times.

Acceptance into a group is largely a state of mind. Librarians must believe they belong and represent a viable constituency before their faculty colleagues will welcome them as peers. If they feel marginalized they will remain on the margin. Faculty and administration will realize the value of librarian input on governance committees only if librarians themselves prove their value. In fact, it may be through increased militancy to gain representation that they will demonstrate their worth.

In many institutions, contributions to the university and the library are defined as necessary criteria for career advancement in evaluation procedures. If jobs and promotion depend upon committee involvement, opportunities must be made available. Arguments can be made for inclusion on committees if such activities are outlined as criteria.

Additionally, by including committee work in the collective agreement as part of the workload clause, the definition of the librarians' tasks can be broadened, thus making involvement possible.

The library council is the body in which, in theory, true collegial management exists and governance decisions are made within the library. But librarians must ensure that it is a viable decision-making body and not just a forum for administration views.

Does the mandate of the committee need to be revised? Who chairs the committee? Who convenes the meetings and how often are they held? Is there an agenda committee which ensures the necessary issues are discussed at meetings? Can the council make representations to other university governance committees?

If the library council does not function productively as a collegial governance body within the library, then the librarians should work to change it.

If librarians are going to take their proper place in the academic life of the university they must participate fully in the governance committees of the institution. To fulfill this goal librarians should take steps to change the attitudes of their colleagues as well as the bureaucratic structures which limit their contributions.

By Ruth Sheeran — Member of CAUT's Librarians Committee and a librarian at the John Bassett Memorial Library at Bishop's University. This article represents the second of a two-part series on librarians and governance.

CIEA-BC



PROFILE

Higher Education Unions Share Problems

ON MARCH 26 AND 27, 1998 CIEA President Ed Lavalle was invited to represent CIEA and CAUT at the first National Conference of Higher Education Unions in Mexico City. This important gathering was the first national meeting of the university unions since the Mexican government legislated against a single national union for Mexican university workers in the early 1980s. The theme of the conference was *Defence of Public, Post-Secondary and Higher Education*.

The CIEA President brought greetings from our organization and CAUT and described to the conference how higher education worked in Canada. He talked about the challenges of globalization and privatization in higher education — challenges common to academic workers throughout North America.

Lavalle discussed how academic research was falling under commercial influence and how governments were using "labour market training plans" to develop plans for post-secondary development. These plans were often narrowly focused with little room for education in arts and humanities. He pointed out that some institutions were becoming propagators of business ideology in return for funding of new programs and buildings.

He concluded that this agenda was not inevitable. Lavalle pointed to British Columbia as an example where public, post-secondary education was being protected and expanded even though the pressures of globalization in Canada are still apparent as he outlines in the excerpt from his comment below.

"Globalization — with its emphasis on free trade and creating a global market characterized by the



Ed Lavalle represented CIEA & CAUT at Mexican conference.

"commoditization" of everything — has changed the institutional, learning and research environment considerably. And the process is not over.

"Privatization, the most overt consequence, is the growth of private training institutions as demand exceeded supply. Most of this growth has been in training for business and industry, in language instruction for new immigrants in either English or French; and in adult basic education (literacy and numeracy).

"However, the universities and colleges have expanded their own activity as business enterprises by offering courses to generate revenue either to recover costs or make a profit. Large colleges and institutes in my home province of British Columbia now make four to six per cent of their revenues from entrepreneurial activities. In British Columbia, a new public university, Royal Roads, was launched with the directive to become totally self-sufficient in five years. Currently, I am involved in negotiations to bring government and public utili-

ty training into my organization's jurisdiction and away from the private training sector. Institutions have also increased their entrepreneurship in the international field. Where previously foreign ventures may have been in the form of development aid, the institutions' agenda is now to commoditize education, export it, and sell it for profit.

"How can we make a difference? By understanding the context in which we work and the global forces which try to shape that environment.

"By uniting among ourselves as educators and forming organizations capable and effective in representing our interests. Strong unions are at the forefront of this agenda.

"By forming coalitions with others: first with those who immediately are affected by what affects us, the students and their organizations; and then with other organizations of workers and those in the struggle for human and social rights.

"By uniting across borders — as we are doing today."

Ed Lavalle's visit to Mexico was the second contact CIEA has had with Mexican university unions in recent months. In October, the General Secretary of the Academic Workers Union at the University of Chapingo visited Vancouver as part of a conference opposing APEC. ■

Source: CIEA Profile, May 1998.

CIEA Profile is published by the College Institute Educators' Association of B.C. CIEA is an independent union representing 7,000 faculty and staff in 18 locals at colleges, university-colleges, institutes, agencies and private institutions in British Columbia.

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Sessionals Sign Agreement at the University of Alberta

SESSIONALS AND OTHER TEMPORARY staff at the University of Alberta have reached their first agreement with the university. After consulting with the academic staff association in the fall of 1997, the board of governors declared that those academics on temporary contracts were members of academic staff. The contract recognizes the differences between those in the group with primary responsibility for teaching and those with library, administrative or other professional duties. Almost half the group work full-time on a temporary basis, while the majority work part-time.

The agreement was intended to be consistent with agreements already in place for continuing staff. Many clauses are identical to those in the continuing staff agreement, other clauses run parallel,

and some clauses are significantly different.

All full-time temporary staff are paid according to the same minimum salaries as continuing staff. Future increases in salary minima will move "in tandem," with an initial increase of 1 per cent, and further increases of 2.9 per cent for 1998-99 and 3.9 per cent in 1999-2000. Compensation for part-time staff will continue to vary depending on market demand. The minimum salaries for this group will be indexed to full-time scales. As a result, the minimum salary of those whose qualifications are equivalent to lecturers will receive an increase of 8.4 per cent, and the minimum for assistant professor equivalents will be increased by 14.7 per cent. Compensation for temporary librarians will also be indexed to minimum salaries for continuing li-

brarians. A process for determining equity between other academic staff groups is provided.

Both full-time and part-time staffs who are reappointed will receive a salary increment.

The agreement establishes the principle that all staff should receive benefits. The status quo on benefits continues for full-time staff with one-year contracts (full benefits) or eight-month contracts (some benefits). The new contract sets up a joint committee to explore benefits for part-time staff and staff with four-month contracts. This group of staff will receive an additional 1 per cent in the interim, as a concrete indication of the university's commitment. ■

For further information contact AASUA at aasua@cpsu.ualberta.ca.

NEWSLINE

Winnipeg Faculty Approve New Contract

University of Winnipeg Faculty Association members have voted 91.5 per cent in favour of the new four year agreement with the University of Winnipeg Board of Regents. The board of regents has already given approval to the contract. The contract takes effect immediately and is retroactive to April 1, 1997. Retroactive pay, that is, the partial payment of a full Career Development Increment for all ranks and the salary adjustments for assistant professors, instructors, librarians, counsellors and coaches will be paid as soon as possible. The contract expires on March 31, 2001.

Presidential Review Wanted at Acadia

The Acadia University Faculty Association (AUFA) has voted overwhelmingly to support Acadia students in their recent call for a comprehensive review of the leadership of Dr. Kelvin Ogilvie, President of Acadia University. AUFA President, Dr. Jim Sacouman said that relations between the faculty and Dr. Ogilvie have been on a downward spiral since faculty was brought to the brink of a strike last February.

NS Universities Appeal for Funds

Nova Scotia universities need more money now, the Council of Nova Scotia University Presidents says. "If we don't get help, what has been built will come into jeopardy very soon," Colin Starnes, council chairman and University of King's College president, said yesterday at a news conference attended by executives from nine Nova Scotia postsecondary institutions. The presidents want the government to follow the recommendations of its own advisory body, the Nova Scotia Council on Higher Education, and increase core university funding by \$23-million. Jacquelyn Thayer Scott, president of University College of Cape Breton, said the \$23-million will not make up for the 15-per-cent cut from grants since 1993, but she said it may help universities trying to hold the line on tuition increases.

Source: The Canadian Press, April 16, 1998.

Queen's Ratifies Agreement

On April 21, with a 96 per cent vote in favour, the Queen's University Faculty Association ratified an agreement between the University and QUFA to provide a scale increase of 1.25 per cent for all members of the bargaining unit, plus an additional special adjustment of 1.5 per cent for librarians and archivists (career development and merit adjustments for 1998-99 are set out in the existing collective agreement and were not up for negotiation.) The scale increase is designed to protect the real value of salaries against the impact of inflation and to keep salaries competitive with those at other research-intensive universities in Ontario, while recognizing the University's difficult financial position. The special adjustment for librarians and archivists is in response to the fact that the salaries for these two groups are nearly 10 per cent lower than those at comparable universities. The agreement and the vote reflect the positive environment for negotiations that has developed at Queen's since faculty voted to certify in 1995. The agreement will be put before the Queen's University Board of Trustees for a ratification vote at its May meeting.

Tuition to Increase at UPEI

Students will pay 5 per cent more for courses next year at the University of Prince Edward Island. The school's board of governors approved the 1998-99 budget Tuesday night (April 14). President Elizabeth Epperly said that without a \$350,000 grant from the province, the increase could have been as high as 10 per cent. A full course load will cost students about \$3,300.

Source: The Canadian Press, April 16, 1998.

The Real Story at SFU

FROM PAGE 3

Perhaps the university also learned something useful about process, consultation, and openness.

Highlights

Throughout the process, the faculty association spoke out strongly for protecting academic freedom and assuring natural justice. SFU's new harassment policy may not "be interpreted, administered, or applied to infringe ... academic freedom ... The frank discussion of controversial ideas, the pursuit and publication of controversial research, and the study and teaching of material with controversial content do not constitute harassment ... The policy will be interpreted, administered, and applied in conformity with the principles of procedural fairness and natural justice."

The new policy restricts the university's jurisdiction to harassment of one member of the university community by another in relation to a "university-related activity" and also to three defined types of harassment: sexual, personal, or based on a type of discrimination prohibited by the British Columbia Human Rights Act.

Harassing behavior, as the faculty association persistently insisted, must do more than offend someone; it must interfere with a "person's participation in a university-related activity or create intimidating, humiliating, or hostile work or learning environment."

Harassment of or by people employed on campus by contractors (e.g., cleaning staff, food servers, daycare workers, construction workers) is not covered by the policy. It is supposed to be covered by new



Dr. Jack Blaney —
We had to do the right thing.

contract clauses, but the board of governors, despite a clear recommendation by the task force, has not yet set a policy to mandate that.

At the faculty association's suggestion, based on CAUT's legal advice, in cases that could lead to suspension, dismissal or expulsion, the standard of proof will be "clear and convincing evidence of misconduct." Only in less serious cases, will the civil standard of a "balance of probabilities" apply.

"Frustrated, vexatious, or malicious complaints of harassment" may also lead to "disciplinary action."

SFU's new harassment policy emphasizes informal procedures and mediation. For cases that cannot be resolved informally, the new policy calls for mediation and, should that fail, for an investigator to produce a report and recommendations.

Early drafts of the new policy included both an investigator and an adjudicating committee for each case that reached formal procedures. This seemed to be excessive.

Moreover, there was a perception that adjudicating committees composed of faculty, staff, and students — however diligent, hardworking, intelligent, and well-intentioned — would lack the expert knowledge to carry out quasi-legal procedures.

The investigator's report goes to the person who would normally be in charge of disciplining the respondent. In the case of faculty members, this would normally be the member's dean. If the dean imposes discipline on a faculty member, our recently negotiated disciplinary measures policy comes into effect, with procedures for appeal and, ultimately, for arbitration. Thus discipline of a faculty member that arises out of the harassment policy is treated like any other discipline imposed by our employer — and is confined to a letter of reprimand, suspension, or dismissal.

All information created, gathered, received, or compiled during a complaint is confidential, but an annual report will include a "summary (including findings and reasoning) of all completed cases."

In addition to individual members of the university community, the university itself can also be a complainant under the policy. This is to allow the university to act in the interests of the community, e.g., if a complainant withdraws from the process or if a serious pattern of complaints is made against the same person. ■

(Rick Cor is President of Simon Fraser University Faculty Association.)

A complete copy of SFU's new harassment policy can be found at the Simon Fraser University Faculty Association web site <http://www.sfu.ca/sfu/faculty>. Follow the link to University Policies, then General Policies.

Carleton — Lessons on the Road to Preventing Layoffs

FROM PAGE 1

did not intend to seek additional layoffs. By refusing to make that engagement, the president caused many faculty members to think twice about the precedent-setting aspect of the threatened layoffs.

Second, management introduced other demands at the bargaining table which allowed us to place the layoffs in the broader context of the assertion of management power. In particular, their demand for disciplinary powers along "guilty until proven innocent" lines (i.e. with due process protections kicking in only *ex post*) really caught the attention of colleagues. No matter what their faculty or their feelings about the layoffs, academic staff were universally aroused by this demand.

Third, from the start the administration had argued that the layoffs of tenured faculty were absolutely necessary for the financial salvation of the university. But when the real extent of the savings became known, that argument ceased to carry much credibility. In the framework of the ten-year financial recovery plan, \$550,000 could hardly be presented as a deci-

sive sum. By continually hammering at the relative dimensions of this figure (about 0.4 per cent of next year's operating budget), we were able to influence colleagues to ask their own questions about the financial utility of the layoffs.

The Decision to Hold a Strike Vote

A general meeting of CUASA members in January had authorized us to call a strike vote if the layoff issue could not be resolved by further negotiations.

We were also aware that although a strike mandate would give a great boost to our bargaining team, management would understand that we could not take action until September, for a strike in May or June would make no sense at all. A deadline that is five months away is less than compelling as a bargaining chip. So we continued to dither back and forth.

The precipitating factor came on April 14. To show management how serious we were about the layoffs, we had put forward a comprehensive offer for a three-year contract with quite modest salary increases. Our intent was to provide management with the stable finan-

cial framework they were seeking — provided they would agree to forgo layoffs. They responded by refusing either to accept our offer or use it as the basis for a counter-proposal of their own.

More than any other event, this dismissive response convinced us that management had no intention of bargaining seriously and was simply stringing us along until the layoffs could be implemented. So on the following day we announced to the annual general meeting of the association that we intended to seek a strike mandate. We explained the reasons why we believed that no realistic alternative remained open. We also made clear that this decision engaged the responsibility of the executive and the bargaining team. A strong vote for a strike mandate would send management a signal they could not ignore, and faculty would show their support for the team.

The decision to seek a strike mandate paid off. About 83 per cent of the faculty present on campus turned out for the vote on April 27. This was the highest voter turnout recorded since the creation of CUASA in 1975. A resounding 82 per cent of those who

voted cast their ballots for a strike mandate. This was an outcome that surpassed our most optimistic expectations.

The Element of Risk

The strike vote was intended to break the deadlock. Faced with a result they could neither ignore nor explain away, senior managers would have to choose to start serious bargaining so as to limit the damage of adverse publicity.

For months senior managers had been adamant that program closures had to be followed by some layoffs. In such circumstances it is all too easy for decision makers to view the prospect of concessions as a threat to their authority. To speak personally, my greatest worry at this point was that the dispute had developed such a momentum of its own that the seven layoffs had ceased to be a pragmatic question — were they financially necessary? — and had instead become markers of managerial control. Thus the risk inherent in our strategy was that even if our members gave us a strong strike mandate, management might still refuse to react constructively out of fear that this might be construed as backing down under threat.

Thankfully that did not happen. To their considerable credit, the president and his senior managers accepted the significance of the strike vote and acted quickly. Our 82 per cent endorsement was announced at 6:00 p.m. on Monday, April 27. Less than 48 hours later we were launched on an all-night bargaining session. By 5:30 a.m. on Thursday morning — two and a half days after the results of the strike vote were known — a tentative agreement was reached.

The terms of the agreement require that details be kept confidential until ratification. Nevertheless, I can say in a general way that the settlement is a good one. The legitimate authority of managers to manage is not called into question. But a duty has now been created requiring the administration to undertake, over a lengthy period, serious (and testable) efforts to retrain and redeploy faculty in the programs that were closed. In the context of a long-term contract with a good (albeit back-loaded) salary settlement, this is an outcome that can be welcomed by both sides. It will provide the administration with a stable framework for financial planning and the completion of academic restructuring. It will provide the seven colleagues targeted for layoffs with a fair chance for redeployment to other units. And it will provide members in ongoing programs with a no-layoff guarantee for the life of the agreement.

The Lessons

Two lessons emerge from Carleton's story. The first is obvious. Without the strike vote, layoff notices would have been in the mail by now and CUASA would still be locked in glacial negotiations that were going nowhere. The strike vote was absolutely necessary to break the logjam. As academics we may not like to admit it, but a bargaining framework that operates along adversarial lines does not reach collective agreements by the application of sweet reason. Rather, it is the perceived power of the opposing parties that causes genuine bargaining to take place and compromise settlements to be achieved.

The second lesson we learned is probably the oldest one in the book, but we had to discover it the hard way. In retrospect we can see that we spent far too much time worrying about "what would our members do" if we took the plunge. This is, of course, a legitimate question, but it certainly is not a formula for decision making. It took us a long time to learn that leadership is not followership — but that is precisely the lesson that had to be learned in order for us to reach a successful result.

There is and never will be a good time to hold a strike vote. There are and always will be reasons for deciding not to act. There are and always will be colleagues to counsel caution, delay, "wait and see". But the fact of the matter is that inaction is not riskless. If we had not held a strike vote, we would not have run the risk of losing it. Instead we would have run the graver risk of demonstrating that we were too divided and too scared to be anything more than a company union with whom management did not have to deal seriously.

In short, the lesson CUASA learned may sound like an inspirational message straight out of a Dale Carnegie course, but none the less it is true. In this kind of conflict there are no guaranteed outcomes. But if you truly believe that the choice you have made is the right one, if you can speak from conviction and not just from calculation, then you don't have to keep looking over your shoulder and constantly ask "what will our members do." Real conviction goes a long way towards convincing colleagues that real action is necessary — or at least unavoidable. Even when confronted with a tough choice in a worrisome context, faculty members can be counted on to come through. They certainly did at Carleton! ■

(E. Peter Fitzgerald is president of the Carleton University Academic Staff Association.)

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Conclusion d'une entente de principe à Carleton

SUITE DE LA PAGE 1

térêt public et un programme de baccalauréat en arts renouvelé. Dans certaines facultés, ce projet a eu comme conséquence de créer une mentalité de « gagnants », donc de convaincre plus facilement de la nécessité de licencier du personnel au profit de la transformation. Il a également créé un contexte où les opposants aux licenciements pouvaient être congédiés comme s'ils étaient des luddites des arts libéraux tentant de résister au changement progressiste.

Ensemble, ces trois aspects de la situation à l'Université Carleton nous plaçaient au centre d'une lutte difficile, au point où peu d'entre nous auraient parié leur chemise sur nos chances de pouvoir arrêter le licenciement de professeurs permanents.

Alors que trois éléments de la situation rendaient notre tâche difficile, trois faits nouveaux nous ont aidés à renverser l'opinion des professeurs.

D'abord, le recteur a refusé, à l'invitation publique de la CUASA, de consolider ses promesses antérieures en déclarant franchement que son administration n'avait pas l'intention d'effectuer des licenciements. En refusant de s'engager cependant, le recteur a ainsi forcé de nombreux professeurs à réfléchir à deux fois à cet aspect sans précédent des licenciements.

Deuxièmement, la direction a déposé d'autres demandes à la table de négociation qui nous ont permis de placer les licenciements dans le contexte plus large de l'affirmation du pouvoir de gestion. En particulier, leurs demandes de pouvoirs disciplinaires du genre « coupable jusqu'à preuve du contraire » (avec l'équité procédurale appliquée après l'imposition des mesures disciplinaires) ont réellement attiré l'attention des collègues. Peu importe leur faculté ou leurs sentiments au sujet des licenciements, les universitaires ont bondi face à ces demandes.

Troisièmement, l'administration a soutenu dès le début que le licenciement de professeurs perma-

nents était absolument nécessaire pour sauver l'université de ses déboires financiers. Cependant, lorsque l'étendue véritable des économies a été rendue publique, l'argument n'avait plus beaucoup de crédibilité. Dans le cadre du plan de relance de dix ans, le montant de 550 000 \$ ne pouvait guère être présenté comme une somme décisive. En insistant continuellement sur les dimensions relatives de ce chiffre (environ 0,4 p. 100 du budget de fonctionnement de l'année prochaine), nous avons pu influencer nos collègues pour qu'ils posent eux-mêmes des questions sur l'utilité financière des licenciements.

Une assemblée générale des membres de la CUASA, tenue en janvier, nous avait permis de demander un vote de grève si la question des licenciements ne pouvait se résoudre par d'autres négociations.

Néanmoins, nous étions également conscients que la direction comprendrait que nous ne pouvions déclencher de grève avant septembre car c'était impensable en mai ou en juin. Un délai de cinq mois à moins d'attrait pour la négociation. Nous avons donc continué à hésiter.

Le facteur qui a précipité les choses est survenu le 14 avril. Pour prouver à la direction que nous étions sérieux à propos des licenciements, nous avons déposé une offre complète pour un contrat de trois ans comportant des hausses de salaire assez modestes. Nous voulions offrir à la direction le cadre budgétaire stable qu'elle recherchait à condition qu'elle renonce aux licenciements. La direction a refusé d'accepter notre offre ou de l'utiliser comme base à sa contre-offre.

Plus que tout autre événement, cette réponse dédaigneuse nous a convaincus que la direction n'avait aucune intention de négocier sérieusement et qu'elle nous faisait simplement marcher en attendant la mise en oeuvre des licenciements. Le lendemain, nous avons donc annoncé à l'assemblée générale annuelle de l'association que nous voulions obtenir un mandat de grève. Nous avons expliqué aux

membres pourquoi nous croyions qu'il n'y avait plus aucune solution de rechange réaliste. Nous leur avons également bien fait comprendre que cette décision engageait la responsabilité de l'exécutif et de l'équipe de négociation. Un vote ferme en faveur de la grève enverrait un signal à la direction auquel elle ne pourrait passer outre et les professeurs prouveraient ainsi qu'ils appuyaient l'équipe.

La décision de solliciter un mandat de grève a porté fruit car 83 p. 100 des professeurs présents à l'université sont venus voter le 27 avril. Depuis la création de la CUASA en 1975, il s'agissait de la plus forte participation à un vote. Des personnes qui sont venues s'exprimer, 82 p. 100 ont voté en faveur de la grève. Ce résultat éclatant a dépassé nos attentes les plus optimistes.

Le vote de grève, visant à briser l'impasse. Face à un résultat qu'ils ne pouvaient ignorer ni justifier, les cadres supérieurs devaient désormais choisir de commencer à négocier sérieusement pour limiter les torts que causerait une publicité négative.

Pendant des mois, les cadres supérieurs ont maintenu catégoriquement que l'abolition de programmes devait entraîner des licenciements. Dans ces circonstances, il était facile pour les décideurs de considérer la possibilité de concessions comme une menace à leur autorité. Personnellement, comme le diffidant d'être loin de se résoudre, j'ai craint à ce moment-là que les sept licenciements cessent d'être une question pragmatique (sont-ils nécessaires financièrement?) et deviennent plutôt la marque du contrôle de la gestion. Même si nos membres nous avaient donné un ferme mandat de grève, nous risquions donc que la direction continue de refuser de réagir positivement de peur que l'on interprète sa réaction comme un recul devant la menace.

Heureusement, cela ne s'est pas produit. Tout à leur honneur, le recteur et ses cadres supérieurs ont reconnu l'importance du vote de grève et ont agi rapidement. L'appui

à 82 p. 100 à la grève a été annoncé à 18 h le lundi 27 avril. Moins de 48 heures plus tard, nous envisions une séance de négociation qui a duré toute la nuit. À 5 h 30, le jeudi matin, soit deux jours et demi après l'annonce du résultat du vote de grève, une entente de principe était conclue.

Les conditions de l'entente exigent la confidentialité des détails jusqu'à la ratification. Je peux affirmer néanmoins que l'entente, en général, est bonne. Le pouvoir légitime des gestionnaires de diriger n'est pas mis en doute. Toutefois, pendant une longue période, l'administration sera tenue de faire de sérieux efforts, qui seront évalués, pour recycler et réaffecter les professeurs des programmes abolis. Dans le contexte d'un contrat à long terme avec un bon règlement au point de vue salaire (bien qu'il soit rétroactif et limité aux années antérieures), les deux parties peuvent se réjouir du résultat. L'administration aura un cadre stable pour planifier les finances et pour terminer la restructuration des programmes. L'entente donnera aux sept professeurs visés par les licenciements la chance d'être réaffectés à d'autres unités. Les membres enseignant dans les programmes qui demeurent auront également l'assurance de ne pas être licenciés pendant la durée de l'entente.

Nous pouvons tirer deux leçons de l'expérience. La première est évidente. Sans le vote de grève, les avis de licenciement auraient été envoyés et la CUASA aurait été bloquée dans des négociations glaciales et sans issue. Le vote de grève était absolument nécessaire pour briser l'impasse. En tant qu'universitaires, nous n'aurions peut-être pas l'admettre, mais un cadre de négociation qui fonctionne dans l'adversité n'arrive pas à une convention collective par la douceur. Il s'agit plutôt du pouvoir que l'on perçoit chez les deux parties qui donne lieu à de vraies négociations et qui permet de faire des compromis.

La deuxième leçon que nous avons tirée est probablement la plus

connue en matière de négociation mais nous avons dû l'apprendre à la dure. En rétrospective, nous pouvons constater que nous avons passé beaucoup trop de temps à nous inquiéter de ce que les membres feraient si nous nous jetions à l'eau. Bien entendu, cette question est légitime mais elle n'est certes pas la formule à suivre pour prendre une décision. Nous avons mis beaucoup de temps à apprendre que l'on pouvait être des meneurs sans être des suiveurs. Nous devions l'apprendre pour réussir.

Il n'y a pas et il n'y aura jamais de bon moment pour tenir un vote de grève. Il y a et il y aura toujours des raisons pour ne pas agir. Il y a et il y aura toujours des collègues pour conseiller la prudence, pour préférer retarder le moment, pour dire d'attendre et de voir ce qui va se passer. Cependant, l'essentiel à retenir est que l'inaction n'est pas sans risque. Si nous n'avions pas tenu de vote de grève, nous n'aurions pas couru le risque de le perdre. Nous aurions plutôt couru un plus grand risque en montrant que nous étions trop divisés et que nous avions trop peur d'être rien de plus qu'un syndicat avec lequel la direction n'a pas eu à traiter sérieusement.

Les leçons que la CUASA a tirées de son expérience peuvent avoir l'air d'un message inspirant sorti tout droit d'un cours de Dale Carnegie. Cela est néanmoins vrai. Dans ce genre de conflit, les résultats ne sont pas garantis. Si vous croyez cependant que vous avez fait le bon choix, si vous pouvez parler avec conviction et non pas seulement à partir de calcul, vous n'avez pas besoin de regarder en arrière et de vous demander constamment ce que vos membres feront. La vraie conviction réussit à persuader des collègues que la vraie action est nécessaire, ou à tout le moins inévitable. Même lorsqu'ils font face à des choix difficiles dans un contexte inquiétant, on peut compter sur les professeurs pour s'en sortir. En tout cas, ils l'ont fait à Carleton! ■

(E. Peter Fitzgerald est président de la Carleton University Academic Staff Association.)

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ACCOUNTANCY

UNIVERSITY OF WATERLOO — School of Accountancy. Applications are invited for Director of the School of Accountancy at the University of Waterloo. The appointment as Director is for a four-year term commencing January 1, 1999, and renewable for an additional three-year term. Candidates should have relevant experience in an academic environment and a strong research and teaching record in an area of interest and priority within the School. Demonstrated energy, innovation, leadership skills and relevant administrative experience are required to lead a strong and active School, to attract external support for the School, and to effectively represent the School within the University and in the broader community. The School of Accountancy is administratively situated in the Faculty of Arts and is Canada's only School of Accountancy. It has 24 full-time tenured or tenure-track faculty positions, 100 full-time graduate students at both Master's and PhD levels, 600 undergraduate students, seven support staff members and numerous adjunct teaching appointments. The School has a strong history of innovation with demonstrated accomplishments in both basic and applied research, and extensive involvement with the accounting profession and industry. The School attracts excellent students at both undergraduate and graduate levels and prides itself on the strength of its teaching. More information is available through the School's website: <http://arts.uwaterloo.ca/ACCT/acct.html>. The successful candidate will be appointed to a tenured position as Professor or Associate Professor within the School with a competitive salary at a level commensurate with qualifications and experience. The closing date for applications is May 31, 1998. Send curriculum vitae and the names and addresses of three references to: Brian Hendley, Dean, Faculty of Arts, University of Waterloo, Waterloo, Ontario, N2L 3G1. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, native persons and persons with disabilities. This advertisement is subject to the availability of funds.

ADMINISTRATION

UNIVERSITY OF NEW BRUNSWICK — Human Resource Management/Industrial Relations. Applications are invited for a one-year term position in the area of human resources management commencing July 1, 1998. The successful candidate will hold a doctorate in the field of human resource management (ABDS will also be considered) and in addition will have teaching capabilities in the field of industrial relations. Salary will be commensurate with qualifications and experience. Applications will be accepted until the position has been filled. Please forward curriculum vitae along with the names and addresses of three references to: Dr. S. Jayant, Dean, Faculty of Administration, University of New Brunswick, PO Box 4400, Fredericton, NB E3B 5A3. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of New Brunswick is committed to the principle of employment equity.

ASSISTANT PROFESSOR BIOLOGY

The Department of Biology seeks applications for a tenure track Assistant Professor. The successful applicant will develop and coordinate the Introductory Level Biology lecture and laboratory courses and contribute to the lecture component. The successful applicant will have the opportunity to develop and teach an Upper Level (Year II or IV) course in their specialty.

The Department seeks individuals whose research would complement existing research areas in molecular and cell biology (plant and aquatic), biotechnology, population biology and botany. However, outstanding applicants in any area will be considered.

Applicants must have a PhD and a commitment to teaching at the Year I level. The position will commence September 1, 1998. Closing date for applications is June 15, 1998.

In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of New Brunswick is committed to the principle of Employment Equity.

Candidates should submit a letter of application describing their teaching and research interests, reprints and a curriculum vitae with the names of three potential referees to:

Prof. T.G. Dilworth, Chair
Department of Biology
University of New Brunswick
Box Service #45111
Fredericton, New Brunswick E3B 6E1
506-453-4582 dilw@unb.ca

UNIVERSITY OF NEW BRUNSWICK

Brandon University
DEPARTMENT OF LANGUAGES

The Department of Languages at Brandon University invites applications for a probationary appointment. PhD and a record of success as a teacher and scholar is required. Rank will be commensurate with qualifications. The successful candidate will be prepared to teach Cree, Sauitueux, and linguistics. Knowledge of Michif would be desirable. Qualifications: PhD in an appropriate field. Rank & Salary: Assistant Professor — \$39,298 to \$58,356; Associate Professor — \$51,617 to \$75,017. The application deadline is May 31, 1998. The date of appointment is September 1, 1998. In accordance with Canadian Immigration Regulations, this advertisement is directed primarily to Canadian citizens and permanent residents. Both women and men are encouraged to apply. This position is contingent upon funding. Please send curriculum vitae with application and arrange for official academic transcripts and three reference letters to be sent to: Dr. Robert E. Florida, Dean, The Faculty of Arts, Brandon University, Brandon, Manitoba, R7A 6A9.

ties in the field of industrial relations. Salary will be commensurate with qualifications and experience. Applications will be accepted until the position has been filled. Please forward curriculum vitae along with the names and addresses of three references to: Dr. S. Jayant, Dean, Faculty of Administration, University of New Brunswick, PO Box 4400, Fredericton, NB E3B 5A3. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of New Brunswick is committed to the principle of employment equity.

APPLIED LANGUAGE STUDIES

CARLETON UNIVERSITY — School of Linguistics and Applied Language Studies. Applications are invited for a three-year term position at the level of Instructor I to teach Communication Skills courses for Engineering, commencing September 1, 1998. This position is subject to budgetary approval. Instructor positions are teaching positions and require the incumbent to teach the equivalent of an average of 4.5 full credit courses per year, which includes responsibility for materials, curriculum and program development. Candidates must have at least a Master's degree in Applied Language Studies or a related field, with specialization in written and spoken communication in engineering workplace and academic settings and a permanent professional commitment to a career in teaching engineering communication. Academic qualifications in Engineering are a desirable additional qualification, as are training and experience in academic ESL with EFL/ESL/ESOL focus. Applicants should send a curriculum vitae and the names of three references to: Professor Ian Pringle, Director, School of Linguistics and Applied Language Studies, Carleton University, 1125 Colonel By Drive, Ottawa, Canada K1S 5B6. Closing date for application is June 30, 1998, or when filled. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Carleton University is committed to equality of employment for women, aboriginal peoples, visible minorities and persons with disabilities. Persons from these groups are encouraged to apply.

ARCHITECTURE

CARLETON UNIVERSITY — School of Architecture. Applications are invited for a tenure track position at the Assistant Professor level in the School of Architecture to commence July 1, 1998. The position is subject to budgetary approval. This position is primarily in the area of architectural design with additional emphasis on any of the following areas listed in order of preference: building construction, digital technology, history and theory. Candidates should have a professional

degree in architecture and an advanced degree in architecture or a closely related field and will be evaluated on the basis of demonstrated ability in teaching, research, built projects and publications. The successful candidate will teach a Design Studio, courses in building construction and digital technology, and/or history and theory relevant to architecture, guide thesis work at the professional and post-professional student level, and engage in funded research in architecture. Carleton's four-year undergraduate programme leads to a Bachelor of Architectural Studies (B.A.S.) degree and strives to achieve a balanced architectural education by providing a strong theoretical/conceptual and technical foundation. At the graduate level, Carleton offers a 3-year professional M.Arch. (Building on the 4-year B.A.S. or equivalent) and a 1/2-year post-professional Master of Architecture degree in the area of Design and Culture and Design and Technology. The successful candidate will play an active role in both the B.A.S. and M.Arch. programmes. Applications, with curriculum vitae, a design portfolio, copies of publication or research reports, and the names of three referees should be sent to: Professor Benjamin Givoni, Director, School of Architecture, Carleton University, 1125 Colonel By Drive, Ottawa, Ontario K1S 5B6. Telephone: (613) 520-2881 Fax: (613) 520-2981. Applications should be sent to the School and its programs can be found on the School's Website: <http://www.aarch.carleton.ca>. Salary will be commensurate with rank and experience. Application deadline: May 31, 1998. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Carleton University is committed to equality of employment for women, aboriginal peoples, visible minorities, and persons with disabilities. Persons from these groups are encouraged to apply.

BIOCHEMISTRY

MCMASTER UNIVERSITY — Postdoctoral Position. PhD with experience in NMR and biophysical chemistry of proteins. Apply with 3 references to: Prof. J. Drenth, Department of Chemistry, Department, McMaster University, Hamilton, ON L8N 3Z6, Canada.

BIOCHEMISTRY & MOLECULAR BIOLOGY

UNIVERSITY OF WATERLOO — Postdoctoral fellow or research assistant position, Department of Chemistry. The project involves studying the molecular mechanism, structure and inhibition of the enzyme nitric oxide synthase. Candidates with experience in molecular biology, protein chemistry and enzymology are encouraged to apply. The available position is grant supported and for one year, with the possibility of renewal. Salary level commensurate with qualifications. In accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and permanent residents of Canada. UWF hires on basis of merit and welcomes all qualified applicants. Submit resume and a letter of interest to the following (including fax or e-mail address) to: Dr. G. Guillemette, Department of Chemistry, Faculty of Science, University of Waterloo, 200 University Ave. W., Waterloo, Ontario N2L 3G1 (guillemette@chem.uwaterloo.ca).

BIOLOGICAL SCIENCES

BROCK UNIVERSITY — Department of Biological Sciences, Behavioural/Environmental Ecology. A three-month, limited-term appointment in behavioural/ecological ecology is available, pending final budgetary approval, beginning August 1, 1998. The successful candidate will offer three lecture courses which will include a one and one-half year course in population and behavioural ecology, a third year course in either animal behaviour or evolution, and a senior undergraduate level course in the candidate's particular area of interest and expertise. The successful candidate will also be required to develop and supervise research projects for Honours Year II or III students beginning in September and January. Preference, therefore, will be given to applicants with an experimental approach to the study of ecology and behaviour. Applicants should also have interdisciplinary interests and strong quantitative skills. Applicants should submit, before May 15, 1998, a brief statement of research interests, teaching interests, and a current CV, with the names and telephone numbers of three referees. Inquiries and completed applications should be directed to: Donald J. Ursio, Professor and Chair, Department of Biological Sciences, St. Catharines,

ON L2R 3A1 Canada; Telephone: (905) 688-5550 ext. 3397; Fax: (905) 688-5551; e-mail: dursio@spartan.ac.brocku.ca. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Brock University is committed to a positive action policy aimed at reducing gender inequality in faculty; qualified women candidates are especially encouraged to apply.

BIOLOGY

ACADIA UNIVERSITY — The Department of Biology at Acadia University invites applications for a 1/2 year appointment in Biology (Position K2013 CLT) at the rank of Assistant Professor up to Grid Step 4, effective on or after 1 July 1998. Applicants should have a PhD degree by the appointment date. We are seeking applicants with expertise in avian ecology or behaviour, and a strong commitment to undergraduate teaching. The Department prides itself on the integration of teaching and research. The successful applicant will be expected to teach upper level courses in ornithology and behaviour, and to conduct a field biology course, based primarily at the Department's field station, on Bon Port Island, off Nova Scotia's southwest coast. Applicants should submit a letter of application and curriculum vitae, and arrange for three letters of recommendation to be sent to: Dr. Tom Herman, Chair, Selection Committee, Department of Biology, Acadia University, Wolfville, Nova Scotia, B0P 1X0. Closing date for applications is Friday 29 May 1998. Acadia has recently adopted the Acadia Advantage initiative, which incorporates computer technology into the learning process. The successful candidate is expected to integrate the technology into the courses where relevant. In accordance with Canadian Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents. Acadia University is an Equal Opportunity Employer. Acadia University reserves the right to fill this position to a level different from the advertised level or term.

ACADIA UNIVERSITY — The Department of Biology at Acadia University invites applications for a Demonstrator in Biology. This is a two-month probationary appointment (Position No. 2201 University) starting 1 July 1998. Specific duties include primarily laboratory and tutorial teaching components in cell biology and introductory microbiology and molecular laboratory concepts in immunology and development. A detailed description of general Demonstrator duties in Biology is available upon request to the Department. Applicants should have a M.Sc. degree or equivalent experience, as well as laboratory teaching experience. Applicants should submit a letter of application and curriculum vitae, and arrange for three letters of recommendation to be sent to: Dr. Tom Herman, Chair, Selection Committee, Dept. of Biology, Acadia University, Wolfville, Nova Scotia, B0P 1X0. Closing date for applications is Friday 29 May 1998. Acadia has recently adopted the Acadia Advantage initiative, which incorporates computer technology into the learning process. The successful candidate is expected to integrate this technology into the courses where relevant. In accordance with Canadian Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents. Acadia University is an Equal Opportunity Employer. Acadia University reserves the right not to fill this position or to fill positions at a level different from the advertised level or term.

ACADIA UNIVERSITY — The Department of Biology at Acadia University invites applications for a 9-month seasonal appointment in Biology (Position No. 2218 CLT) at the rank of Assistant Professor up to Grid Step 4, effective on or after 1 August 1998. Applicants should have a PhD degree by the appointment date. The successful applicant should have a strong commitment to undergraduate teaching and will be responsible for two laboratory-based courses per semester in any four of the following: chorate anatomy, molecular and cellular biology, zoology, biodiversity and introductory ecology. Applicants should submit a letter of application and curriculum vitae, and arrange for three letters of recommendation to be sent to: Dr. Tom Herman, Chair, Selection Committee, Department of Biology, Acadia University, Wolfville, Nova Scotia, B0P 1X0. Closing date for applications is Monday 15 June 1998. Acadia has recently adopted the Acadia Advantage initiative, which incorporates computer technology into the learning process. The successful candidate is expected to integrate this technology into the courses where relevant. In accordance with Canadian Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents. Acadia University is an Equal Opportunity Employer. Acadia University reserves the right not to fill this position or to fill positions at a level different from the advertised level or term.

dance with Canadian Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents. Acadia University is an Equal Opportunity Employer. Acadia University reserves the right not to fill this position or to fill positions at a level different from the advertised level or term.

BUSINESS

MCMASTER UNIVERSITY — Faculty of Business. The Michael G. DeGroote School of Business invites applications for two tenure-track positions in Marketing at the Assistant Professor level, commencing July or September, 1998. Preference will be given to candidates with research and/or teaching interests in Health Services Management or the Management of Innovation and New Technology. One's PhD should be completed by the commencement of the appointment, preferably with demonstrated excellence in teaching and research. Research in teaching capabilities with the undergraduate and graduate level is a definite advantage. Salary will be commensurate with academic qualifications, teaching experience and applied experience. Applications, which should contain a CV and names of at least three referees, should be mailed to: Dr. David W. Corbett, Dean, Michael G. DeGroote School of Business, McMaster University, Hamilton, Ontario L8S 4M4 (email address: corbett@mcmaster.ca). McMaster University is committed to employment equity and encourages applications from all qualified candidates, including aboriginal peoples, persons with disabilities, members of visible minorities and women. In accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and permanent residents. Applications will be considered until the positions are filled.

CHEMISTRY

UNIVERSITY OF ALBERTA — Biomolecular NMR Specialist, Department of Chemistry. Applications are invited for the position of Faculty of Science. The position is in the Department of Chemistry Department faculty and students in the area of Biomolecular NMR to begin July 1, 1998. The successful applicant must have the experience, specific knowledge and communication skills to: provide research support to faculty and students regarding the most efficient application of high field NMR with pulsed field gradient capabilities to solve their scientific problems; maintain and update pulse programs, macros and parameter sets for the study of biomolecules that will include carbohydrates, lipids, peptides, glycols, proteins and nucleic acids; administer UNIX system (Solaris 2.5.1, COE 1.02) including networking with the Department's computer support group and be able to program in MAGICAL (Fifan's own programming language) and C. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents cannot be located, other individuals will be considered. Minimum qualifications are a PhD in Chemistry or a closely related area along with relevant postdoctoral experience or working experience in NMR. Applications, which should include a complete curriculum vitae by June 20, 1998 and arrange to have at least three confidential letters of recommendation sent on their behalf to: Professor Gary Horlick, Chair, Department of Chemistry, University of Alberta, Edmonton, Alberta, Canada T6G 2G2. The University of Alberta is committed to the principle of equity in employment. As an employer, we encourage diversity in the workplace and encourage applications from all qualified women and men, including aboriginal peoples, persons with disabilities, and members of visible minorities.

UNIVERSITY OF ALBERTA — Assistant Professor, Inorganic Chemistry. The Department of Chemistry invites applications for a tenure-track position in Inorganic Chemistry at the Assistant Professor level to begin July 1, 1999. The Department seeks candidates with demonstrated ability and outstanding potential for excellence in teaching and research. A PhD in Chemistry or a closely related area is essential and postdoctoral experience is an asset. We are seeking candidates whose research interests will complement those of the present faculty and there is a particular interest in the areas of organometallic chemistry and materials science. Research in the Department is supported by excellent services, including mass spectrometry, high-field NMR and X-ray crystallography laboratories, and Departmental electronic, machine and glassblowing shops. In

The UNIVERSITY OF WESTERN ONTARIO

Education Assistant Professor

The Faculty of Education of The University of Western Ontario invites applications for a full-time probationary (tenure-track) appointment at the rank of Assistant Professor. The appointment will contribute to the Faculty's undergraduate and graduate programs in Educational Administration, Policy and Leadership as well as to the programs in a curriculum area. The successful candidate will have a PhD or equivalent degree, a research/publication record and additional experience in a combination of educational administration, policy and leadership. Additional experience and expertise in a school teaching areas such as English, the Social Sciences or Physical Education is desired. Teaching and administration experience in schools would be an asset. The Faculty of Education at Western has about 650 students in its B.Ed. programs and about 200 students in Master's programs; a doctoral program is being developed. Salary will be commensurate with qualifications and experience. The appointment is subject to budget approval and will commence July 1, 1998.

Applications including a curriculum vitae and the names of three referees should be sent by May 31, 1998 to:

Dr. Allan T. Pearson, Dean
Faculty of Education
The University of Western Ontario
1147 Western Road
London, ON N6G 1G7 CANADA

In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents of Canada. The University of Western Ontario is committed to employment equity and encourages diversity in the workplace, and encourages applications from all qualified individuals including women, members of visible minorities, aboriginal persons, and persons with disabilities.

ANNONCES CLASSÉES

According to the Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents cannot be found, other individuals will be considered. Applicants should submit a complete curriculum vitae by July 1, 1998, and arrange to have at least three confidential letters of recommendation sent on their behalf to: Professor Gary Horlick, Chair, Department of Chemistry, University of Alberta, Edmonton, Alberta, Canada T6G 2G2. The University of Alberta is committed to the principle of equity in employment and encourages all people to work together in the workplace and encourage age diversity in all qualified women and men, including Aboriginal people, persons with disabilities, and members of visible minorities.

CHEMISTRY & BIOCHEMISTRY

UNIVERSITY OF GUELPH – The Department of Chemistry and Biochemistry at the University of Guelph invites applications for a full-time position as an Assistant Professor or Associate Professor in the area of Inorganic Chemistry. Candidates at the Assistant Professor level must have a PhD degree and sufficient research experience to teach and supervise. Associate Professor level must have additional academic or industrial experience. The successful candidate will be responsible for supervising a productive research program, teaching and supervising graduate students under the auspices of the Guelph-Waterloo Centre for Graduate Work in Chemistry and for supervising and teaching a group of students to teaching undergraduate students in the area of inorganic chemistry. The Guelph-Waterloo Centre for Graduate Work in Chemistry and Biochemistry is a unique center with programs of its kind in Canada, with approximately 140 graduate students. Salary will be commensurate with qualifications and experience. For consideration, please send a curriculum vitae, a statement of research experience and a research proposal, to Dr. John D. Goddard, Chair, University of Guelph, Ontario N1G 2W1, Fax (519) 766-1499. The University of Guelph is an equal opportunity employer. The university program that includes special services to achieve diversity among its faculty and staff. We therefore particularly encourage applications from persons of Aboriginal Canadian, persons with disabilities, persons of mature age, and women. In accordance with Canadian Immigration regulations, this advertisement is not intended to attract foreign-born persons or students of Canada. This appointment is subject to final budgetary approval.

COMPUTER SCIENCE

UNIVERSITÉ D'OTTAWA — Génie Informatique ou génie du logiciel. Dans le cadre d'un projet majeur de l'Université, l'École d'ingénierie et de technologie de l'information (ITI) recherche plusieurs professeurs à temps plein pour occuper les postes suivants :

- un professeur en génie informatique et l'admissibilité à l'ordre des ingénieurs;
- un professeur en génie du logiciel et l'admissibilité à l'ordre des ingénieurs.

Les candidats doivent posséder un diplôme de l'Ontario constituant un atout. L'école offre présentement des programmes de baccalauréat, de maîtrise et de doctorat en génie informatique, en science informatique et en génie du logiciel. Les candidats intéressés par une position avec cinq autres universités, un programme de maîtrise avec spécialisation en génie du logiciel. Un programme de baccalauréat en génie du

projet débattus au niveau de la Zébre sans à l'automne 1986. Les candidatures chosistes devont faire preuve d'enthousiasme, d'excellence et d'originalité. Elles doivent être déposées dans le cadre du nouveau programme. Les professeurs de l'ÉI pourvoient leur recherche en matière de technologie de pointe, de l'industrie de l'informatique et des télécommunications. Voir le site WEB au www.ite.uottawa.ca. Plus de 2 000 étudiants et 1 000 professeurs l'Université d'Ottawa est la plus importante université bilingue de Amérique du Nord. Elle offre un bon accueil de la capitale canadienne. Elle accueille les étudiants internationaux d'habitants reconnus pour la qualité de ses institutions culturelles et récréatives. La présence de professeurs de langue française attire les étudiants canadiens des pays voisins. Le processus d'évaluation des candidatures est présentement en cours. Les candidats qui ne peuvent pas combler la date d'entrée officielle prévue pour le 1^{er} juillet 1997. Toute demande, accompagnée d'un curriculum vitae et des noms des personnes recommandées, doit être adressée aussitôt à M. Emil Petre, Directeur International, École d'ingénierie et de technologie spatiale, Université d'Ottawa, 181 Jean Jacques, Ottawa (Ontario) K1N 6N5. Ces points sont ajoutés aux approbations budgétaires. L'Université a une politique d'équité en matière d'emploi et de promotion. Les candidats doivent conformer aux règles du Canada dans le domaine d'immigration, note annonce les renseignements relatifs à l'admission des citoyens/candidate canadienne ou le statut de résident permanent.

THE UNIVERSITY OF OTTAWA — Computer Science and Software Engineering is a part of a major institution of higher learning. The School of Information Technology and Engineering (SITE) invites applications for several (tenure-track) positions in the areas of computer science and software engineering. The successful candidates will be expected to have a Ph.D. and to have strong academic and professional backgrounds in computer engineering, electrical engineering, related disciplines, and show evidence of strong research and teaching potential. Candidates who are especially interested in candidates with research in Software Engineering, or Information Technology, Bilingualism and eligibility for the French language requirement would also be an asset. The School currently offers degrees at the Bachelor's, Master's and Doctoral levels in Computer Engineering, Software Engineering, and Electrical Engineering. As well, in collaboration with five other Universities, SITE offers the degree with specialization in Software Engineering. For more information, please contact the School at the second year level in Fall 1998. The successful candidates will bring enthusiasm, the ability to work independently, and the ability to support the new program. Professors SITE conduct cutting-edge research with extensive international contacts and publish in refereed telecommunications. See the SITE web page at www.site.ottawa.ca. The University of Ottawa is a major Canadian university with approximately 25,000 students and 10,000 employees. Located in the heart of the Ottawa/National Capital region is a cosmopolitan centre with a population approaching one million people. The city offers a wide range of recreational opportunities. Ottawa is well known as a centre of high technology industry. Processing of applications is ongoing until the positions are filled. The starting date is July 1, 1998 or later. Applications including a curriculum vitae and the names and addresses of three references should be sent to the Acting Director of the School of Information Technology and Engineering, Faculty of Engineering, University of Ottawa, 145 Jean Jacques Avenue, Ottawa, Ontario K1N 6N5. Applications are subject to budget approval. Equity is a University policy and applications from women are strongly encouraged. According to the University's policy, the University is open to Canadian citizens and permanent residents.

THE UNIVERSITY OF WESTERN ONTARIO — The Department of Computer Science and Computer Science Engineering invites applications for a full-time

Professional—full-time-track appointment at the rank of Assistant or Associate Professor to begin November 1, 1998. This position is a joint appointment between the Faculty of Law and the Faculty of Business Administration. The successful candidate will be responsible for research and teaching, the successful candidate for this position must have a Ph.D. in Law or Business Administration, and must have extensive experience in teaching and supervising students in a law and business regulatory environments surrounding the International Trade of software technology. The successful candidate must have strong oral and written communication skills, strong teaching ability, academic strength, and collaborative abilities to the faculty of Law and Business Administration. The successful candidate requires demonstrably relevant research. The preferred qualifications are an LL.M. (or equivalent) and a Ph.D. in Business Science (or equivalent). For further information, contact either Don Eyles-John at the Faculty of Law at 416-595-6211 ext. 8044 or Professor Stephen H. Haggart at the Faculty of Business Administration at 416-595-6211 ext. 8044. The deadline for receipt of applications is June 20, 1998. Interested candidates should send a letter of interest, curriculum vitae, and references to the Faculty of Law and/or Faculty of Business Administration to the Joint Law/BSA Appointments Committee: Joseph Haggart, Chair, Faculty of Business Administration, University of Western Ontario, London, Ontario, N6A 3K7. Positions are subject to budget approval. In accordance with the University's policy on diversity, this advertisement is directed to Canadian Citizens and Permanent Residents of Canada. The University of Western Ontario is committed to the development of a diverse and inclusive workplace, and encourages applications from all qualified individuals including women, members of visible minorities, and persons with disabilities.

UNIVERSITY OF WATERLOO—Scientific-Computer Department. The Department of Computer Science is seeking applications from individuals for a two-year definite term appointment as Assistant Professor. The candidate is expected to participate in teaching and the research program in computer science, and to contribute to the department. The Computer Science department has a large, active and diverse program of research. For more information visit our web site: <http://www.cba.uwaterloo.ca/dept>. Please send your resume, references, and a cover letter to: Dr. J. Rasmussen, Department of Computer Science, University of Waterloo, Waterloo, Ontario, Canada, N2L 3G1. e-mail: jrasm@cs.uwaterloo.ca, or by fax to: (519) 885-1200. Applications received until August 31, 1996. In accordance with Canadian immigration regulations and procedures, preference is directed to Canadian citizens and permanent residents. Only those who are currently holding a postsecondary appointment; qualified Canadians and non-Canadians holding positions at other institutions may also apply. The University of Waterloo does not encourage ageism. We seek individuals including women and members of visible minorities, native peoples, and persons with disabilities. All inquiries will be handled confidentially. No fee available.

CONSTRUCTION RESEARCH

UNIVERSITY OF ALBERTA—Director, Construction Research Institute for Canada (CRIC). Applications are invited for the position of Director of the Construction Research Institute for Canada (CRIC). The Institute is newly formed with a mandate to improve the competitiveness of the Canadian construction industry project delivery process through a networked research and development capability which links universities, research centers and industry partners. The CRIC will promote, stimulate funding, arrange, manage and communicate research and development relevant to the Canadian construction industry and ensure the effective transfer of results.

knowledge and training to the industry. The Director will be responsible for the management of the project and for the execution of all policy and administrative decisions. The successful candidate will be for a five-year term renewable for a second term based on satisfactory performance. The successful candidate should have a university degree in a relevant discipline, preferably in technology fields. The candidate should also have good leadership, people, and marketing skills, as well as a clear vision of the role for the Institute in the future. The candidate should be fluent in English and French. In accordance with Canadian Immigration regulations, this advertisement is open to all qualified persons, including non-residents. If suitable Canadian citizens and permanent residents cannot be found, other individuals may be considered. For more information, curriculum vitae including employment history, a brief statement of their leadership skills and how they intend to contribute to the Institute, and names of at least three references by May 1998 to Dr. P.K. Robinson, Associate, Dean (Research), Department of Mechanical Engineering, University of Alberta, Edmonton, Alberta, T6G 2G6. Telephone: (403) 493-1036, Fax: (403) 493-1037. The University of Alberta is committed to the principle of equity in employment. As an employer, we encourage applications from all qualified women and men, including Aboriginal persons, persons with disabilities, and persons of visible minorities.

DRAMATIC ART

UNIVERSITY OF WINDSOR – Dramatic Art. Applications are invited for a 9 month limited-term position in Acting/Directing covering the period from 1, 1999 to April 30, 1999. Subject to final board approval, the successful applicant will include the teaching of acting in the BFA Acting and Music Theatre programs, and possibly the teaching of directing in the General/Honours programs. The successful applicant may be called on in exceptional cases demonstrated activity in acting/directing. Relevant teaching experience at the university level and professional acting and directing experience are required. The applicant should submit a current curriculum vitae, references, evaluations, and arrange to have three letters of reference forwarded by May 29, 1999: to Prof. Susan Maddy Kelly, Chair, Dramatic Art, University of Windsor, Windsor, Ontario, N6A 3K1; to (519)253-3000 ext. 2805; Fax (519) 971-3624; e-mail: amy.maddy@uwindsor.ca.

The University is committed to equity and diversity in its programs and services. We are an equal opportunity employer. We encourage applications from Aboriginal peoples, persons with disabilities and members of visible minorities. Applications from women are particularly encouraged. In accordance with Canadian immigration standards, this position is open to Canadian citizens and permanent residents of Canada.

CHICAGO

UNIVERSITÉ D'OTTAWA – Faculté de droit, section de Droit civil. Professeur, professeur en droit (1 poste). Domaine: Droit commercial droit commercial international. Statut: poste de professeur(e) menant à la permanence. Rang: Chargé(e) de cours ou professeur(e) adjoint(e). Fonctions: Enseignement et recherche, encadrement des étudiants. Exigences: Maîtrise en droit, de préférence doctorat. Conditions: Suivant les dispositions de la convention collective et sujet à l'approbation du Bureau des Gouverneurs de l'Université d'Ottawa, sous réserve des disponibilités de fonds. Entrée en fonction: 1^{er} juillet 1998 ou 1^{er} août 1998. Sont les politiques gouvernementales, cette offre s'adresse exclusivement aux citoyens canadiens et aux résidents permanents. L'Université d'Ottawa a une politique d'équité en matière d'emploi. Les femmes sont fortement encouragées à poser leur candidature. Faire parvenir curriculum vitae et relevés de notes, avant

le vendredi 22 mai 1998 à: Louis Perret, doyen,
Section de droit civil, Pavillon Fauteux, pièce 205,
57 rue Louis Pasteur, Université d'Ottawa, CP 450,
Succ. A, Ottawa, Ontario K1N 6N5; Tél: (613) 562-
5902; Fax: (613) 562-5121; E-mail: lperret@
uottawa.ca

EARTH & ATMOSPHERIC SCIENCES

UNIVERSITY OF ALBERTA – **Classic Sedimentology**, Temu Park Portion. The Department of Earth and Atmospheric Sciences is seeking a senior level position in the area of one or more of the following areas would be considered: process sedimentology, sequence stratigraphy, lithology, reservoir development, or the West Canadian Sedimentary Basin. The position is exceptionally well equipped with state-of-the-art analytical equipment (e.g., electron microscope, scanning electron microscope, microanalytical techniques) and has an international reputation for teaching and research excellence. The person in this position will be responsible for the development of research programs that includes the supervision of MSc and PhD students and interaction with other faculty members who are engaged in research in the areas of sedimentology and geology of the petroleum industry. Teaching at the undergraduate level may involve responsibility for field studies and laboratory work. The position is part of a research program that operates for our undergraduate students. Detailed information about the position can be found at the following Web site: <http://www.usarts.ca/ES>. The position is located at the University of Alberta, Edmonton, Alberta, Canada T6G 2G1. Salary is \$43,502 - \$170,141. The Professor (\$61,000+) level. Applicants must hold a PhD degree and have a proven research record. The appointment is for a full-time position. The position is open until a suitable candidate can be found. In accordance with Canadian Immigration requirements, the

advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents cannot be found, other individuals will be considered. Applications, including a resume and a statement of research

interests, should be addressed to Dr. Brian Jones, Chair, Department of Earth and Atmospheric Sciences, University of Alberta, Edmonton, Alberta, Canada, T6G 2E3. Fax: (403) 492-8190. Applications by e-mail will be accepted. Applicants should also arrange for three letters of reference to be sent to the Chair. Deadline for receipt of applications and letters of reference is June 30, 1998. The University of Alberta is committed to the principle of equity in employment. As an employer, we welcome diversity in the workplace and encourage applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

ECONOMICS

TRENT UNIVERSITY — The Department of Economics, Trent University invites applications for an eight-month, limited term appointment at the rank of Lecturer/Assistant Professor (subject to budgetary approval), commencing September 1998. Responsibilities include research and undergraduate teaching in the areas of micro and finance, Canadian economic history, and/or interest in developing microeconomic and industrial economics. Applicants for this position should have a doctorate or be near completion. Salary and rank are negotiable in accordance with qualifications. Trent University is an employment equity employer. We encourage applications from women, aboriginal persons, visible minorities and disabled persons. In accordance with Canadian immigration regulations, this advertisement is directed to Canadian citizens and permanent residents of Canada. Applications should be sent to the Department of Economics with the names of three referees to Professor Scott Choudhry, Chair, Department of Economics, Trent University, Peterborough, Ontario, K9J 7B8, no later than May 31, 1998. Applications should be faxed to (705) 468-1567, or e-mail SCCHUDH@TRENT.EDU.

UNIVERSITY OF NEW BRUNSWICK — The Department of Economics, University of New Brunswick, Fredericton invites applications for a visiting health economist position of one year.

CHAIR IN ECONOMIC GEOLOGY

Applications are invited for the Chair in Economic Geology to be appointed at the Assistant Professor level. The position is at this time supported for a 4 year term. As a priority position within the Department and Faculty of Science, it is intended to establish the Chair as a tenure-track position at the earliest possible date. Responsibilities will include undergraduate and graduate teaching covering resource exploration, evaluation and development. The Department of Geology supports Geology, Environmental Geochemistry and Geological Engineering programs, to which all faculty contribute. The Department is particularly seeking a candidate who can integrate into and complement existing research interests. Candidates should have a Ph.D. at the time of appointment, with a strong background in some aspect of mineral exploration (e.g. mineral exploration science, stable isotopes, ore genesis). The successful candidate is expected to develop a research focus on mineral deposits and other economic/resource geology topics through an externally-funded research program.

The Department of Geology is involved in rejuvenation of its faculty and anticipates significant opportunities for the successful candidate. Research facilities include microprobe, analytical SEM & TEM, XRD, high-temperature geochemistry lab, AA/graphite furnace/ICP and GIS lab.

Given suitable candidates, this position is available as of **July 1, 1998**. It is intended to fill the position by January 1, 1999

Applicants are asked to provide a curriculum vita, a statement of teaching and research plans, and arrange for three letters of recommendation to be sent directly to:

Dr. Joseph C. White
Chair, Department of Geology
University of New Brunswick
2 Bailey Drive
Fredericton, NB E3B 5A3
CANADA

In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of New Brunswick is committed to the principle of employment equity.

UNIVERSITY OF NEW BRUNSWICK

University of Ottawa

**REPLACEMENT PROFESSOR
AUGUST 1998 - JUNE 1999**

DEPARTMENT OF CELLULAR & MOLECULAR MEDICINE

A professor is required to administer and teach the physiology component of a combined anatomy-physiology course to health science students. Duties will be to coordinate and manage the course, including examinations, and to teach sections on digestion, nutrition, metabolism and urinary/reproduction as well as other teaching/administrative functions in the Department of Cellular and Molecular Medicine. Applicants should have a PhD and experience in teaching in the above areas.

In accordance with Canadian immigration requirements, this advertisement is directed primarily, but not solely, to Canadian citizens and permanent residents. The University of Ottawa is an equal opportunity employer and strongly encourages applications from all women.

To obtain information or make application contact Dr. K.C. Marshall, Interim Chair, Department of Cellular and Molecular Medicine, University of Ottawa, 451 Smyth Rd., Ottawa, ON, K1H 8M5, (613) 562-5425, Fax (613) 562-5434 before July 1, 1988. Enclose C.V. and names of three references with letter of application.

President
University of Waterloo

University of
Waterloo

The Board of Governors, through a university-wide nominating committee in consultation with the Landmark Consulting Group, is conducting a search for a President. The initial six-year appointment of the President will begin on July 1, 1999, or as soon as possible thereafter. The Presidential Nominating Committee invites nominations of, and applications and expressions of interest from persons who could provide outstanding leadership.

The University of Waterloo is a co-educational and non-denominational University with more than 700 faculty members. The University of Waterloo has six academic Faculties — Applied Health Sciences, Arts, Engineering, Environmental Studies, Mathematics and Science — and four federated and affiliated Colleges. Current full-time undergraduate enrolment exceeds 15,000 students; full-time graduate enrolment is approximately 1,600. Part-time enrolment approaches 5,600 in undergraduate studies and 220 in graduate studies. A distinctive University of high quality that has pioneered many innovations in teaching and research, the University of Waterloo is internationally renowned for basic and applied research, technology transfer, and for its highly developed co-operative and distance education programs. Research funding approximates \$50 million; current operating budget, approximately \$180 million.

Nominations and applications should include a curriculum vitae and a brief statement of the qualifications and specific achievements on the basis of which the individual merits consideration for the presidency. Nominations and applications will be treated in strict confidence and are to be submitted on or before June 30, 1998. Address correspondence to Dr. Vol O'Donovan, Chancellor and Chair, Office of the University Secretary, University of Waterloo, Waterloo, Ontario N2L 3G1, or Mr. Jim Lundy, at the address shown at left.

In accordance with Canadian immigration requirements and The University of Waterloo Act 1972, this advertisement is directed to Canadian citizens. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, native peoples and persons with disabilities.

Further information regarding the University of Waterloo is available at:
<http://www.uwaterloo.ca/>

CLASSIFIEDS

duration beginning no later than September 1, 1998. Duties include teaching a graduate course in the M.A. level and research on health problems in the region. The Department of Economics has played a leading role in attracting significant funding to UNB from the National Cancer Institute of Canada through its Research Development Program. The successful candidate will coordinate this research initiative. Candidates should have a PhD and a strong commitment to research. Applications should contain a curriculum vitae and names and addresses of three referees should be sent by May 15, 1998, to: Dr. C. Cook, Economics, UNB, P.O. Box 440, Fredericton, NB, E3B 5A3 or email: harrb@unb.ca; fax: 506-453-4314. Rank and salary are dependent on the qualifications of the successful candidate. In accordance with Canadian Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents. The University of New Brunswick is committed to the principle of Employment Equity.

UNIVERSITY OF SASKATCHEWAN - Department of Economics. Assistant Professor of Economics. The Department of Economics at the University of Saskatchewan invites applications for one limited term position at the assistant professor rank. All fields of specialization are considered, although individuals who can teach resource economics, environmental economics, advanced microeconomic theory, advanced macroeconomic theory and/or industrial organization, economic growth and law and economics, are preferred. A PhD in hand or near completion is required. The appointment is effective July 1, 1998, salary is commensurate with qualifications. Interested candidates should send their cv and transcripts, and arrange to have three letters of reference sent to: Professor M. Altman, Head, Department of Economics, University of Saskatchewan, Campus Drive, Saskatoon, Saskatchewan, Canada S7N 5A5. This position has been created for advertising at the first two levels. Accordingly, applications are invited from qualified individuals regardless of their immigration status in Canada. Applicants close when the position is filled. The University of Saskatchewan is committed to Employment Equity. Members of Designated Groups (women, aboriginal people, people with disabilities and visible minorities) are encouraged to self-identify on their applications.

EDUCATION

UNIVERSITY OF WINNIPEG - Faculty of Education. Applications are invited for 3 limited term nine-month positions at the rank of as-

stant professor covering the period August 15, 1998 to May 15, 1999 (subject to final budgetary approval) in (1) Secondary School Science Teaching (Physics, Chemistry, General Science) (2) Computer in the Classroom Methodology (Elementary and Secondary) (3) Mathematics Methodology (Elementary and Secondary). The University of Winnipeg is committed to the principle of employment equity. Closing date: June 15, 1998. Applications complete with a curriculum vitae, a portfolio of representative accomplishments, and the names, phone numbers, addresses, e-mail addresses and fax numbers of three referees should be forwarded to: Henry Cowan, Dean of Education, Faculty of Education, University of New Brunswick, Fredericton, New Brunswick, E3B 6E3 on or before June 15, 1998. Telephone: 506-453-4862; fax: 506-453-3569; e-mail: hcowan@unb.ca.

ENGINEERING

DALHOUSIE UNIVERSITY - The Department of Electrical & Computer Engineering, DalTech, Dalhousie University invites applications for a tenure-track faculty position at the Assistant Professor level. Duties include undergraduate and graduate teaching, significant research activities, and graduate thesis supervision, and some administrative duties. The candidate must have an earned doctorate in Electrical Engineering, be eligible for registration as a Professional Engineer, have a genuine interest in teaching, and a demonstrated research record in the area of electronics. Past teaching experience in instrumentation, analogue electronics, digital electronics, radio frequency electronics, microprocessors, and both analogue and digital VLSI is preferred. The University of Alberta is committed to the principle of employment equity. As an employer, we welcome diversity in the workplace and encourage applications from all qualified women and men, including aboriginal people, persons with disabilities, and members of visible minorities.

UNIVERSITY OF ALBERTA - The Department of Biomedical Engineering in the Faculty of Health Sciences, University of Alberta, invites applications for two tenure-track positions at the Assistant Professor level. We are seeking individuals who have demonstrated strengths in magnetic resonance imaging (MRI) and in particular in functional magnetic resonance imaging (fMRI), and in MRI applied to neurovascular disease. The department of Biomedical Engineering has had an operational 31 system since 1995. A PhD degree is required and applicants should have proven records of research achievement. The successful candidate will be expected to carry out an independent research program, as well as participate in collaborative interactions with clinical research groups based on the University Hospital campus. Participation in the University teaching program will also be expected. Salary range is \$39,400 - \$55,847 plus comprehensive benefits. A successful applicant will also be eligible for funding by the Alberta Heritage Foundation for Medical Research. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents cannot be found, other individuals will be considered. Applicants should send a curriculum vitae, including a list of publications and a one-page statement of research plans, to: Dr. Peter S. Allen, Professor and Chair, Department of Biomedical Engineering, 10-102 Clinical Sciences Building, University of Alberta, Edmonton, Alberta, Canada, T6G 2G8. Deadline for receipt of applications is May 30, 1998. The University of Alberta is committed to the principle of employment equity. As an employer, we welcome diversity in the workplace and encourage applications from all qualified women and men, including aboriginal people, persons with disabilities, and members of visible minorities.

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Director of Medical Physics Cross Cancer Institute Edmonton, Alberta, Canada

The Cross Cancer Institute (CCI) and the University of Alberta Department of Oncology are seeking a Director for its Department of Medical Physics. The Director will provide leadership for the clinical service, research and teaching activities of the Department/Division.

Scientific research within the Department of Medical Physics includes work on intensity modulation planning, delivery, and verification; and brachytherapy planning. Clinical research includes participation in 3D conformal radiotherapy clinical trials of the RTOG. The Department of Medical Physics has been very successful in attracting and training graduate students; four are currently in training. Other teaching responsibilities are within the radiation oncology residency training program and the in-house radiation therapist training school. There are opportunities for collaboration in scholarly activities with clinical and laboratory research programs at the CCI, with the Department of Medical Physics of the Tom Baker Centre in Calgary, and with programs on the University of Alberta campus, including those of the Department of Biomedical Engineering, the Department of Radiology and Diagnostic Imaging, and the Department of Physics.

Applicants should have a Ph.D. and should be certified, or eligible for certification, by the Canadian College of Physicists in Medicine. Demonstrated success in research and teaching, commensurate with the requirements for a faculty appointment at the rank of Associate or full Professor is expected.

Interested persons should send a curriculum vitae and the names of three referees to:

A.L.A. Fields, MD
Director, Cross Cancer Institute
11560 University Avenue
Edmonton, Alberta, Canada T6G 1Z2
Tel: (403) 432-8763 Fax: (403) 432-8886
email: alaf@cancerboard.ab.ca

In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and landed immigrants; however, others are encouraged to apply.

The Cross Cancer Institute is a smoke free workplace.

The closing date for this competition is June 15, 1998.

FACULTY POSITION IN MINE PLANNING AND DESIGN School of Engineering

Located in Sudbury, at the centre of Ontario's hard rock mining industry, Laurentian University has a well established School of Engineering which offers accredited undergraduate programmes in Mining and Extractive Metallurgical Engineering, including co-operative education options, and OCGS approved graduate programmes in Mineral Resource Engineering. Particular strengths are reflected in Laurentian University's Geomechanics Research Centre and the Mining Automation Laboratory. The School is currently seeking applications for a tenure track faculty position in Mining Engineering from candidates with expertise in modern underground hardrock mining, mine planning, design and operations technology.

Teaching responsibilities will commence in these areas at both the undergraduate and graduate levels in September 1998. Applied research activities will also be expected in support of safe, sustainable and cost effective underground mining operations on projects which will complement existing dynamic underground mining research programmes in geomechanics, ground control, mine automation, maintenance and process simulation.

Candidates should possess a doctoral degree in mining engineering, or in a discipline closely allied to the required areas of expertise, several years of relevant experience and registered as a Professional Engineer in Ontario, or eligible for registration. Familiarity with modern techniques and computer software in mine planning, design and operations is essential. Appointment is initially for three years and renewable. Academic rank and salary will be commensurate with proven ability, qualifications and experience.

Laurentian University is a bilingual institution and an equal opportunity employer. Whilst the language of engineering instruction is English, Laurentian has a policy of passive bilingualism (English/French) and free second language instruction is offered. Applications are encouraged from all qualified individuals, including women, aboriginal peoples, members of visible minorities and persons with disabilities. Please submit an application, with complete Curriculum Vitae and the names and addresses of three referees, to:

Dr. P.H. Lindon, P.Eng.
Director, School of Engineering, Laurentian University,
Ramsey Lake Road, Sudbury, Ontario, CANADA P3E 2C6
Tel: (705) 675-1151, ext.2244; Fax: (705) 675-4862
E-mail: plindon@nickel.laurentian.ca.

Whilst screening of candidates will commence after March 31st, 1998, applications will be accepted until the position is filled. This advertisement is directed to both Canadian and international candidates.



Laurentian University

from the Assistant Professor level in the area of geotechnical engineering. The appointment to this position will be made 1 July 1998, or as soon as possible thereafter. The successful candidate must have an M.Sc. degree in geotechnical engineering and extensive research and/or teaching experience and research interests in one or more of the following areas: soil strength and behavior, constitutive modeling, soil-structure interaction, the analysis of soil and rock structures, risk assessment, constitutive modeling of soil and rock, soil-structure interaction, soil stabilization, blasting and mechanical excavation. Applicants should hold a doctoral degree or equivalent in geotechnical engineering from a professional Engineer in Ontario, and have a demonstrated commitment to teaching and research in the university environment. The successful candidate will be expected to develop and deliver graduate and undergraduate students and teach postgraduate and undergraduate courses in her or his field of expertise. The successful candidate will be expected to deliver other courses in the undergraduate level. In addition, the ability to teach undergraduate courses in mining engineering and/or engineering geology is an asset. The successful candidate will be expected to participate in research funding or on significant start-up research funding is available through recently announced funding (CIHR, NSERC, etc.) for research in geotechnical technologies. Salary is commensurate with qualifications and experience. This position is made possible by the endorsement of the Robert W. Patterson Foundation, a national foundation which recognizes the Department's contribution to the LaSalle Medal of Engineering Program at the University of Waterloo. The successful candidate will receive a detailed curriculum vitae, a statement concerning research, teaching and professional interests, and a list of at least 3 referees to provide references. For consideration, please send your curriculum vitae, a statement of interest in the Department of Mining Engineering, University of Toronto, ON M5S 1A5. The closing date for receipt of applications is 15 June 1998. The successful candidate will be expected to relocate to Canada, this advertisement is directed to Canadian citizens and permanent residents. The University of Toronto encourages applications from women, aboriginal peoples, and members of visible minorities, aboriginal peoples and persons with disabilities.

CASIS/CIHR Department of Systems and Computer Engineering. Applications are invited for tenure-track positions at the Assistant Professor level in the Department of Systems and Computer Engineering, University of Waterloo, 1 July 1998. These positions are subject to budgetary approval. There is also the possibility of a part-time position being available. The successful candidate must have a PhD in Electrical Engineering or Computer Engineering, Membership or eligibility for becoming a Canadian professional engineer, and a minimum of 3 years of experience in the department in leading a new Bachelor of Engineering program in Communications Engineering, to begin in 1998. The successful candidate should have a strong research and have demonstrated capability in research in one or more of computer communications; telecommunications networks; computer systems; computer systems and systems analysis and propagation; multimedia communications technology and systems; and digital signal processing. Preference will be given to candidates with a strong background in the areas of teaching, research, collaboration with industry, and the ability to attract research funding. A detailed curriculum vitae and a list of three references should be sent to: Dr. R. J. Gowan, Chair, Department of Systems and Computer Engineering, Carleton University, 1125 Colonel By Drive, Ottawa, Ontario K1S 5B6, Canada. Phone: (613) 592-5742; Fax: (613) 592-5727. Salary will be commensurate with rank and experience. The successful candidate must be a Canadian citizen with Canadian Immigration requirements. This advertisement is directed to Canadian citizens and permanent residents. Carleton University encourages applications from women, aboriginal peoples, visible minorities and persons with disabilities. Persons from these groups are encouraged to apply.

Department of Mechanical Engineering at the University of Waterloo invites applications from outstanding graduate students for the position of Assistant or Associate Professor level in the Materials Engineering and Processing Group. A PhD degree in Materials Science or Engineering is required. The successful candidate should be a Professional Engineer or be a graduate student with a strong background in engineering. The applicant must have a strong background in welding processes, materials science and engineering experience or demonstrable research and/or teaching experience in materials automation and their industrial application would be an asset. The Department is embarking on a new Welding Engineering Option in the undergraduate program. The successful candidate will be a major participant in this program and also must demonstrate potential for research in welding and materials science. The undergraduate and graduate levels of

[illegible]

WATERLOO — A research program, in topics related to welding, materials science and engineering, interested applicants should send by fax or e-mail an application letter, resume and references to: Department of Mechanical Engineering, University of Waterloo, Waterloo, Ontario N2L 3G1; Fax: (519) 885-1200; E-mail: watwork@waterloo.uwaterloo.ca. The position will be followed by the submission of a detailed curriculum vitae and the names of three references above and below the address. Applications must be received by September 1, or thereafter until a suitable candidate is found. The appointment will commence September 1, 1997. Successful candidates will receive a competitive salary commensurate with the applicant's qualifications and experience. Information about the Faculty of Engineering and the Department of Mechanical Engineering can be obtained from www.waterloo.ca/~mewww/. In accordance with Canadian Immigration requirements, the advertisement is open to persons without permanent residency. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities and persons with disabilities. This appointment is subject to the availability of funds.

UNIVERSITY OF WATERLOO — Systems Design Engineering. Applications are invited for a tenure-track faculty position at the rank of Assistant or Associate Professor. The candidate should have a strong background in systems design in one of the areas of Human Systems Engineering and Interface Design or Human Factors, particularly in the area of computer technologies. The successful candidate would be expected to take a leadership role in developing a research program and should have a strong consulting background. An interest in applied design work for registration in a Professional Engineering Association is desirable. The successful candidate will be expected to supervise graduate students and maintain and further develop his or her research program. Applications may be requested from: Dr. J. H. Kim, Director, Systems Design Engineering, University of Waterloo, Waterloo, Ontario, Canada, N2L 3G1, or by email at jhkim@cape.uwaterloo.ca. Closing date for applications is July 1, 1997. In accordance with Canadian Immigration requirements, this advertisement is directed initially to persons without permanent residency. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities and persons with disabilities. This appointment is subject to the availability of funds, with a starting date on or before September 1, 1997.

EPIDEMIOLIOLOGY & BIostatISTICS

THE UNIVERSITY OF WESTERN ONTARIO — Department of Epidemiology & Biostatistics. Assistant or Associate Professor — Health Economics. At Assistant Level, serious consideration will be given to applications from highly talented individuals who are expected to identify themselves as good teachers and recognized scholars in the field of Economic Evaluation of Health Care. At Associate level, the successful candidate must be scholars of international reputation and good teachers. Appointment will be tenure track. The successful candidate will be expected to do significant research output, collaboration with clinical researchers, participation in preparation of grant applications and some administrative responsibilities. The Department of Epidemiology & Biostatistics has excellent facilities. Salary and Medicine will be negotiable. Full competitive salary and other conditions. Appointment offers a challenging environment. Please send curriculum vitae and the names and addresses of three referees to: Dr. Karen Campbell, Acting Head, Department of Epidemiology and Biostatistics, University of Western Ontario, London, ON, Canada N6A 5S1; Telephone: (519) 661-7162 ext. 3333. Applications should be received by June 1st for receipt of applications is May 28, 1997. The position will remain open until an appropriate candidate has been identified. Positions are subject to funding availability. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian Citizens and Permanent Residents of Canada. The University of Western Ontario encourages applications from all equity, welcome diversity in the workplace, and encourage applications from all qualified individuals, including women, members of visible minorities, aboriginal peoples, and persons with disabilities.

FORESTRY

LAKESHORE UNIVERSITY — The Faculty of Forestry. We seek applications for two positions: two part-time appointments for two positions (tenure track) appointments effective August 1, 1997. The Faculty is seeking individuals with a Ph.D. in Forestry, Forest Management, Forest Policy, Forest Management, Fore-

Management, Disturbance Ecology, and Mollusks. Applicants should have or be very near completion of a PhD and have demonstrated research experience in forest ecology and/or wildlife research. They must also be able to interact with the forest industry, government and the public. Forestry Instructional/Lakehead University serves on the Board. Great Lakes St. Lawrence and Deciduous Forest Regions and integrates the following areas of expertise: Lakehead approaches. Programs developed by the Faculty include: Diploma in Integrated Forest Resources Management; BSc in Forestry and Wildlife Biology; Forestry Bachelor's Degree in the Forestry (Further Education) on the Faculty website - <http://www.lakeheadu.ca/~forwweb/welcome.htm>. The successful candidate will be expected to develop and supervise their area of expertise and provide their supervision at both undergraduate and graduate levels. This position offers excellent salary and benefits to develop a strong research program in higher area of interest and to participate at some level in the administration of the faculty and the University. Salary commensurate with qualifications/budgetary approval. Interested applicants are invited to submit a curriculum vitae, a statement of research interests and objectives, and a personal letter of motivation, all addressed to the named research addresses and references to Dr. R. Euler, Dean, Faculty of Forestry, Lakehead University, 935 River Road, Sault Ste Marie, Ontario P6A 3K7. In accordance with Canadian Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents. Lakehead University is committed to employment equity and encourages applications from women, members of visible minorities, aboriginal peoples, and persons with disabilities.

GERIATRIC MEDICINE

OAKHOUSE UNIVERSITY/QUEEN ELIZABETH II HEALTH SCIENCES CENTRE – The Division of Geriatric Medicine, Department of Medicine, Queen Elizabeth Health Sciences Centre will have two (2) geriatrician positions effective July 1, 1998. The successful candidates must have completed training for geriatricians in Canada or equivalent. Successful applicants must be board certified in Internal Medicine by the Royal College of Physicians and Surgeons of Canada or its equivalent. The successful applicant must also be board certified in Geriatrics by the American Board of Geriatrics and Gerontology, a PhD qualification and approximately 20 research associates and assistants. Responsibilities will include the Acute Care Geriatric Unit, the Long Term Care Geriatric Unit, the active inpatient consultation service and the outpatient service, which includes outpatient clinics, home visits, and the day hospital and satellite clinic. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Please send your Curriculum Vitae, Equal Opportunity/Affirmative Action Employer: The University encourages applications from qualified Aboriginal Peoples, persons with disabilities, racially visible minorities, and women. Applications received will be 30 days from date of the advertisement. Please send your CV to: Dr. Colin Power, Director, Geriatric Medicine, Queen Elizabeth Health Sciences Centre, Queen Elizabeth II Health Sciences Centre, 5555 Jubilee Road, Halifax, Nova Scotia B3N 2E1. Phone: (416) 863-7400 Fax: (902) 494-1111.

HEALTH SCIENCES

UNIVERSITY OF WESTERN ONTARIO – Faculty of Health Sciences and the Department of Biotechnology, Muscle Growth and Development Program has an immediate opening for a position at the rank of Assistant Professor from individuals with teaching and research focus in muscle growth and development. An appointment between the Faculty of Health Sciences and the Faculty of Medicine & Dentistry, Department of Biotechnology. Applicants must have a PhD degree and postgraduate research doctoral experience. The successful candidate should also be an enthusiastic teacher and will be responsible for developing and supervising undergraduate and graduate level courses in the biology of human growth and development. The successful candidate will be expected to establish an independent research program in muscle growth and to collaborate with established research groups. Individuals investigating human muscle development are especially encouraged to apply. Research topics may be relevant to molecular biology or human molecular genetics as applied to problems in muscle growth and development. Please send your curriculum vitae and application accepted until position is filled. Interested candidates should send their curriculum vitae and the names of three referees to: Dr. Angelo M. Bellizzi, Department of Biotechnology, Western University, Human Muscle Growth and Development Pro-

Room H124, HSA Building, The University of Western Ontario, London, Ontario, N6A 5S1. In accordance with Canadian Immigration requirements, the advertisement is directed to Canadian citizens and Permanent Residents of Canada. The University of Western Ontario is committed to employment equity and encourages applications from qualified individuals including women, members of visible minorities, aboriginal persons and persons with disabilities. Positions are subject to budget approval.

HEALTH STUDIES & GERONTOLOGY

UNIVERSITY OF WATERLOO—Health Studies and Gerontology: Tenure-Track Position, Behavioural/Social Science. Career Control. The Department of Health Studies and Gerontology, University of Waterloo has available a tenure-track position for a behavioural or social scientist with strong interests in population health and the prevention and management of chronic disease. The department has close ties to the Centre for Behavioural Research and Program Evaluation founded by the Canadian Cancer Society, through the National Cancer Institute of Canada, located at the University of Waterloo. We expect the appointment to occur by the beginning of the fall 1998 term. Applicants must have a PhD or equivalent and a commitment to both funded research and teaching. An appointment at the rank of Assistant to Associate Professor is anticipated. Send curriculum vitae and three letters of reference by June 1, 1998 to Dr. Guy Genshaft, Search Committee, Department of Health Studies and Gerontology, University of Waterloo, 200 University Ave., Waterloo, ON, N2L 2G1, Canada. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Waterloo encourages applications from qualified individuals, including women, members of visible minorities, native peoples, and persons with disabilities. This appointment is subject to the availability of funds.

HISPANIC & ITALIAN STUDIES

UNIVERSITY OF VICTORIA—The Department of Hispanic and Italian Studies at the University of Victoria is seeking to hire candidates with a completed M.A. in Spanish, English or near native proficiency in Spanish and English, and post-graduate teaching experience to apply for a seasonal appointment commencing September 28 to April 30, 1999, to teach all levels of Spanish Language. Applications must include a full curriculum vitae, a transcript of academic record, the

to the referee (who should write directly to the Department Chair), outlines and syllabus course taught, and teaching evaluations. The University of Victoria is an employment equity employer and encourages applications from persons with disabilities, visible minorities, and aboriginal persons. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Others are encouraged to apply but are not eligible for appointment until a Canadian search is completed and no appointment made. Applications and letters of reference must be sent to: Dr. Elena Rossi, Chair, Department of Hispanic and Italian Studies, University of Victoria, P.O. Box 3045, Victoria, British Columbia, V8W 3P4. Fax number: (250) 721-6608. Applications will be accepted until the position is filled.

UNIVERSITY OF VICTORIA – The Department of Hispanic and Italian Studies – University of Victoria (www.uvic.ca) invites candidates with an interest in Spanish Language Acquisition and/or translation and a strong commitment to both teaching and research. A full-time tenure-track position at the rank of Assistant Professor effective 1 July 1999, subject to budgetary approval. This is a ten-year fixed term. Candidates should hold a completed PhD. have a native or near-native fluency in Spanish and English, and a strong commitment to teaching and research. Duties will include developing Spanish and Peninsular and/or American Literature, Culture, and Civilization courses. Applicants should include a full curriculum vitae, a transcript of academic record, the names of three referees (who should write directly to the Department Chair), publications (if samples of scholarly work), and teaching evaluations. The University of Victoria is an employment equity employer and encourages applications from persons with disabilities, visible minorities, and aboriginal persons. In accordance with Canadian immigration requirements, the advertisement is directed to Canadian citizens and permanent residents. Others are encouraged to apply but are not eligible for appointment until a Canadian search is completed and no appointment made. Applications and letters of reference must be sent to: Dr. Elena Rossi, Chair, Department of Hispanic and Italian Studies, University of Victoria, P.O. Box 3045, Victoria, British Columbia, V8W 3P4. Fax number: (250) 721-6608. Applications will be accepted until November 10, 1998.

HISTORY

UNIVERSITY OF VICTORIA – Department of History – Subject to budgetary approval, the Department of History invites applications for a tenure-track position at the Associate Professor level in early modern European history. The suc-

candidate must be prepared to testify as to the theory and philosophy of health care management. The successful applicant will be a PhD of a professional discipline with a strong academic background. The program will reduce the cost of living for Applicants must have a work history of published scholarship, and a commitment to teach early modern European art history. The undergraduate and graduate levels courses should reflect their curricula vitae and letters of reference to Professor G.J. Good.

Chair, Department of History, Carleton University, 1175 Colonel By Drive, Ottawa, Canada K1S 0G6.

B.S. In accordance with Canadian immigration regulations, this advertisement is directed at individuals who are citizens or permanent residents. The University is committed to equality of employment for women, aboriginal peoples, visible minorities and persons with disabilities. Perfrom those groups are encouraged to apply.

Deadline for applications is May 15, 1998.

TEL & FOOD ADMINISTRATION


FACULTY OF GUELPH — The School of Food and Food Administration at the University of Guelph unites applications for a Tenure Assistant or Associate Professor. The School has one undergraduate major B.A. Comm., Hotel Food Administration; a Master of Management Studies Program (MAMS) with an emphasis Culinary, restaurant and tourism industries, and our management development program for entry executives. Responsibilities of this post include under-graduate and graduate teaching in either organizational behavior, tourism food and beverage management, teaching in Schools' management development programs, development and implementation of a new curriculum for the MAMS program. The 20% degree. Applicants should have earned a or equivalent in hospitality or a related discipline. The position is subject to final budgetary approval. Salary is negotiable and will be related qualifications and experience. Applications should include curriculum vitae, names of at least three research project supporting documents (e.g. copies of 2 selected research papers or conference presentations) and should be submitted no later than February 28, 1998 to John Walsh, Director, School of Hotel and Food Administration, University of Guelph, Ontario N1G 2W1. Telephone (519) 244-1711 ext. 5118 Fax (519) 873-1251 Email j.walsh@uoguelph.ca. The University of Guelph is committed to an employment program that includes special measures to encourage participation by disadvantaged groups. We require particularly encourage applicants of qualified aboriginal Candidates, persons with disabilities, members of visible minorities and women. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents of Canada.

**ent
Tourists**

population 75,000). We offer an ideal combination - a strong force for growth - a modern and extensive campus ... and a perfect setting in the heart of D.C.

University of Northern British Columbia recently completed a strategic planning process - "Planning for the Future". This plan will direct the future of UNBC for the next five years.

ance Recreation and Tourism, of the University of Northern British Columbia focusing on the sustainable resources with particular attention to wilderness areas. Management of resources including the management of resource management skills.



DIVISION OF OCCUPATIONAL THERAPY SCHOOL OF REHABILITATION SCIENCES

Applications are invited for a tenure track position in the Division of Occupational Therapy, to teach undergraduate and graduate level courses, and to do research. The School of Rehabilitation Sciences is committed to excellence in the preparation of

The successful candidate must be eligible to practice occupational therapy, be a member in good standing of the Canadian Association of Occupational Therapists (CAOT), and must possess a graduate degree in a related area (PhD preferred).

This is a full-time tenure track position with an anticipated start date of July 1, 1998, subject to final budgetary approval.

An appointment may be considered at a professorial rank, depending on the qualifications. Salary will be commensurate with qualifications and experience.

Please forward your curriculum vitae to:

**Dr. Anne Carswell, Director,
School of Rehabilitation Sciences,
7325, 2211 Westbrook Mall,
Vancouver, BC V6T 2B5**

Closing date: **June 15, 1998.**

In accordance with Canadian Immigration requirements this advertisement is directed to Canadian citizens and permanent residents. The University of British Columbia hires on the basis of merit and is committed to employment equity. The University encourages all qualified applicants to apply.

The successful candidate should be well versed in a variety of topics related to the mandate of UNBC and the Resource Recreation and Tourism Program. The courses taught will be based on the applicant's areas of expertise, previous experience and demonstrated need within the RRT Program. Applicants should have a graduate degree in recreation, tourism or a related field; a doctorate is preferred, but a Master's degree will be considered. Salary to be negotiated based on number of courses taught. This position is subject to final budgetary approval.

UNBC
UNIVERSITY
OF NORTHERN
BRITISH COLUMBIA

Applications received before May 31, 1998 will be given full consideration, with a preferred starting date of August 1998. Please forward a curriculum vitae and the names, addresses (including e-mail), phone and fax numbers of three references to: **Dr. Deborah Poff, Vice President Academic, University of Northern British Columbia, 3333 University Way, Prince George, BC V2N 4Z9. Fax (250) 960-7300.**

IN ACCORDANCE WITH CANADIAN IMMIGRATION REQUIREMENTS, PRIORITY WILL BE GIVEN TO CANADIAN CITIZENS AND PERMANENT RESIDENTS OF CANADA. THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA IS COMMITTED TO EMPLOYMENT EQUITY AND ENCOURAGES APPLICATIONS FROM WOMEN, ABORIGINAL PEOPLES, PERSONS WITH DISABILITIES AND MEMBERS OF VISIBLE MINORITIES.

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CLASSIFIEDS

a geographic full-time position at the Assistant Professor level (440.53 - 425.40) or a clinical track position. The successful applicant must have an interest and skills in caring for burn and traumatic plastic surgery patients which must include wound and intensive care management. The applicant will be expected to develop an academic interest in burn or traumatic plastic surgery and/or research skills and training in either clinical or basic research. The successful candidate must be a board certified plastic surgeon, capable of working conditionally in a multi-disciplinary team. Additional fellowship training in burn and traumatic plastic surgery and/or clinical or basic research would be a strong asset. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents cannot be found, other individuals will be considered. Applicants should apply by July 31, 1998, enclosing a current curriculum vitae and the names of three references to: Dr. M. Hamilton, Walter Stirling Anderson Professor and Chair of Surgery, 202-24, Walter Macdonald Health Sciences Centre, 440-112 Street, Edmonton, Alberta T6G 2B7. The University of Alberta is committed to the principle of equity in employment. As

an employer, we welcome diversity in the workplace and encourage applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

POLITICAL SCIENCE

THE UNIVERSITY OF NEW BRUNSWICK invites applications for a tenure-track position in Political Science. The appointment can commence July 1, 1998 but a later starting date is possible. Appointment may be at any rank, but preference will be given to candidates with experience. Candidates must have a PhD. The successful candidate will be a specialist in Canadian government and politics and/or public administration/public policy, the ability to teach a course in political science, and a commitment to research. The Department has particular teaching needs in areas such as constitutional politics, federalism, charter issues, or Aboriginal politics. Applicants should submit not later than May 29, 1998, a letter of application, a curriculum vitae, the names, addresses, phone numbers or e-mail addresses of three referees to: Dr. Peter Kent, Dean of Arts, University of New Brunswick, P.O. Box 4400, Fredericton, N.B. E3B 5A3. Telephone: (506) 438-4555; Fax:

(506) 438-5102. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of New Brunswick is committed to the principle of Employment Equity.

PSYCHOLOGY

UNIVERSITY OF GUELPH - The Department of Psychology, College of Social and Applied Human Sciences, University of Guelph has a vacancy for a tenure track appointment at the Assistant Professor level in Industrial/Organizational Psychology. The appointee will be expected to contribute to a highly successful PhD program in IO Psychology and to general teaching in the areas of measurement or quantitative methodology. The successful candidate must be a graduate from a recognized program in IO Psychology and should be willing to commit to a team approach to graduate program delivery. The candidate should have established an active research program and teaching interests in the broad area of industrial psychology and an ability to teach some specialized areas such as performance appraisal and selection. Beyond that, we are seeking an individual who will complement and augment the existing faculty which is primarily in the industrial rather than organizational side. The major focus of the teaching will be at the graduate level in IO Psychology and the use of quantitative methodology and test and measurement at either the undergraduate or graduate level. Ideally, the candidate will also be able to contribute to teaching in the areas of social psychology or personality/individual differences. Candidates should send a vitae and arrangement for at least three letters of reference to be sent to: Dr. Michael L. Matthews, Chair, Department of Psychology, University of Guelph, Guelph, Ontario, Canada, N1G 2W1. Closing date for applications and supporting material is May 31, 1998. The University of Guelph is committed to an employment equity program that includes special measures to achieve diversity among its faculty and staff. We therefore particularly encourage applications from qualified Aboriginal Canadians, persons with disabilities, members of visible minorities and women. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents of Canada. This appointment is subject to final budgetary approval.

CARLETON UNIVERSITY - Department of Psychology, Subject to budgetary approval, the Department of Psychology, Carleton University wishes to make a two-year term appointment at the level of Assistant Professor, to begin September 1, 1998. Preference will be given to candidates with research and teaching interests relevant to Correctional/Forensic Psychology; secondary teaching interests in the areas of drug and addiction, developmental psychology, personality/abnormal and/or psychology of women would be desirable. The candidate will be expected to be active in the research of honours students. Applicants should send their curriculum vitae to: Dr. Kimberly Matheson, Chair, Department of Psychology, Carleton University, 1125 Colonel By Drive, Ottawa, Canada K1S 5B6. At the same time, candidates should arrange to have three referees forward supporting letters to the same address. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Carleton University is committed to equality of employment for women, Aboriginal people, visible minorities and persons with disabilities. Persons from these groups are encouraged to apply. The closing date for applications is May 15, 1998.

LAURENTIAN UNIVERSITY - The Department of Psychology, Laurentian University invites applications for two positions at the Assistant Professor level to begin July 1, 1998. Candidates should have a completed PhD and evidence of teaching and research excellence. A tenure-track appointment in industrial/organizational psychology (personnel/selection orientation preferred) through other areas of applied psychology will be considered. A two-year limited term appointment (possibly tenure track) in an area of experimental psychology including neuroscience. In addition to teaching in the area of expertise, both positions may involve teaching introductory psychology and an additional upper year psychology course. Send applications, a curriculum vitae, and three letters of reference to: Richard Levin, Psychology Department, Laurentian University, Sudbury, Ontario, P3E 2C6. Competition deadline: May 30, 1998. In accordance with Canadian Immigration requirements, Laurentian has a requirement of passive bilingual (French/English) as a condition of tenure. Laurentian is committed to equity in employment and encourages applications from all qualified applicants, including women, Aboriginal peoples, members of visible minorities and persons with disabilities. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents of Canada. The appointments are subject to final budgetary approval.

RADIOLOGY

UNIVERSITY OF BRITISH COLUMBIA, VANCOUVER HOSPITAL AND HEALTH SCIENCES CENTRE - The Department of Radiology at the University of British Columbia, and the Vancouver Hospital and Health Sciences Centre - UBC Hospital is seeking a Radiologist, preferably fellowship trained with interests in diagnostic and interventional radiology for July 1, 1998. Clinical responsibilities will include all aspects of radiology including fluoroscopy, ultrasound, CT and possibly MRI with the time being dependent on the successful candidate's interest and qualifications. Other responsibilities include teaching of medical residents, residents and fellows. There will be opportunities for basic science and clinical research. The successful candidate will have a faculty appointment at UBC, must be eligible for licensure in the Province of British Columbia and should have certification from the Royal College of Physicians and Surgeons of Canada or equivalent.

lent. UBC welcomes all qualified applicants especially women, Aboriginal people, visible minorities and persons with disabilities. In accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and permanent residents in Canada. Please contact Dr. Boris Flak, Vancouver Hospital and Health Sciences Centre - UBC Hospital, 2211 Westbrook Mall, Vancouver, B.C. V6T 2B5, Tel: 604-622-7744, Fax: 604-622-1779 by September 1, 1998.

RELIGIOUS STUDIES

MC GILL UNIVERSITY - Faculty of Religious Studies and School of Environment. Applications are invited for a tenure-track position in Environmental Ethics at the level of Assistant Professor, to begin September 1, 1998 or January 1, 1999. The appointment is a shared position between the Faculty of Religious Studies and the recently formed McGill School of Environment. The applicant must have a PhD in a specialization appropriate to teach in the areas of Ethics and the Environment and Religious Ethics. Time will be divided between the downtown campus and the Faculty of Agriculture and Environmental Sciences on the Mount Allison campus. The successful applicant will have to demonstrate the capability to develop a vigorous research program, including supervision of graduate students, and will be expected to provide expertise in environmental ethics on both campuses. Information on McGill, the Faculty of Religious Studies and the School of Environment can be found at <http://www.mcgill.ca>. Salary will be commensurate with qualifications. Applications should be received by May 15, 1998 although the search will continue until the position is filled. Applicants, including a curriculum vitae, a statement of research interests, copies of sample publications, and three letters of

reference should be addressed to: Dr. Frederick Wilson, Faculty of Religious Studies, 3320 University St., Montreal, Que. H3A 2A7. Phone: (514) 398-2908, Fax: (514) 398-6665, email: cyphymusica@mcgill.ca. In accordance with Canadian Immigration requirements, this advertisement is directed in the first instance to Canadian citizens and permanent residents. McGill University is committed to equity in employment.

SCIENCE & TECHNOLOGY

YORK UNIVERSITY - Atkinson College, Department of Science and Technology Studies, invites applications for a contractually limited appointment to commence September 1, 1998 and ending August 31, 1999. This appointment is subject to budgetary approval by the University of York. The successful candidate will be responsible for teaching and supervising students in the area of Science and Technology Studies, or History of Science, or Philosophy of Science, or related fields. Recent university level teaching experience and proven research and publication activity in refereed journals are essential. The successful candidate is expected to teach courses under the General Education Natural Science rubric in one or more of the three terms (Autumn-Winter, September 1 to April 30; Winter-January 1 to April 30; and Summer-May 1 to August 31) as well as to participate in the formulation and creation of new courses under the said rubric. Applicants should mail or fax a letter indicating their interest, a curriculum vitae, and names, addresses, e-mail addresses (including e-mail addresses, if available), and telephone numbers of three referees to: Professor

CAUT ACPPU

PUBLISHER'S STATEMENT DECLARATION DE L'ÉDITEUR

The publisher will not accept advertisements of academic positions advertising applications on grounds of race, national origin, religion, colour, sex, age, marital status, family status, sexual orientation, handicap, social preference, social origin, or political beliefs or affiliation. CAUT expects that all positions advertised in the Bulletin will be open to both men and women. Advertisements using gender specific language will not be accepted except when the language has been mandated by human rights legislation. Where any bona fide reasons for exemption from general policy stated above exist, it is the responsibility of the institution which intends to place a restrictive advertisement to provide the Editor of the Bulletin with a statement as to these reasons.

Many Canadian universities are signatories to the Federal Contractors Program. The program requires that suppliers of goods and services to the federal government who employ 100 persons or more and who want to bid on federal contracts (including research contracts) of \$200,000 or more must commit themselves to implementing employment equity as a condition of this bid. This commitment requires the identification and removal of artificial barriers to the selection, hiring, promotion and training of women, Aboriginal peoples, persons with disabilities and visible minorities. As a result, applications for some positions advertised in the CAUT Bulletin may be asked to provide information of a confidential nature.

As a service to CAUT members interested in positions available in other countries, the Bulletin accepts advertisements for these positions. The view of academic freedom and the extent to which it is protected in other countries may vary. Except in the case of the United States, where the Association of American University Professors (AAUP) investigates alleged violations of academic freedom, there is no method by which we can provide any verifiable information concerning the state of academic freedom at universities outside of Canada. CAUT publishes a list of universities censured by AAUP twice a year. Further information about these censures can be obtained by writing to: AAUP, Suite 500, 1012 - 14th St. N.W., Washington, DC 20005; tel: 202-737-5900.

L'éditeur n'accepte pas d'annonces de postes d'administration ni d'enseignements qui restreignent les candidatures pour des raisons de race, d'origine nationale, de religion, de couleur, de sexe, d'âge, d'état civil, de situation familiale, ethnique, d'handicap, d'orientation sexuelle, de préférence sociale ou d'affiliation. L'ACPPU s'attend à ce que tous les postes annoncés dans le Bulletin soient ouverts aux hommes et aux femmes. Les annonces utilisant un langage sexiste ne sont pas acceptées à moins que la loi sur les droits de la personne ne le permette. Il incombe à l'établissement qui a l'intention de faire paraître une annonce restrictive de fournir à la rédaction du Bulletin une déclaration expliquant ces raisons.

Beaucoup d'universités canadiennes se sont jointes au Programme de contrats fédéraux. Le programme exige que les fournisseurs de biens et services du gouvernement fédéral qui emploient au moins 100 personnes et veulent soumissionner des contrats de recherche d'un montant de 200 000 \$ doivent s'engager, comme condition de la soumission, à appliquer l'équité dans l'emploi. Cet engagement exige que l'on supprime tout obstacle artificiel à la sélection, à l'embauche, à l'avancement et à la promotion des femmes, des autochtones, des personnes handicapées et des minorités visibles. À cette fin, on pourra demander aux candidats à certains postes annoncés dans le Bulletin de l'ACPPU de fournir des renseignements à caractère confidentiel.

Le Bulletin accepte les offres d'emploi à l'étranger du Canada à titre de service pour les membres de l'ACPPU qui pourraient être intéressés. La perception de la liberté universitaire et son degré de protection peut varier d'un pays à l'autre. À l'exception des États-Unis, où l'Association of American University Professors enquête sur des prétendues violations de la liberté universitaire, il n'existe aucune méthode nous permettant de vérifier la situation de la liberté universitaire dans les universités étrangères. Deux fois par année, l'ACPPU publie une liste d'universités faisant l'objet de censure par l'AAUP. Pour obtenir des renseignements supplémentaires sur ces censures, prière d'écrire à l'AAUP, suite 500, 1012 14th St. N.W., Washington, DC 20005; tel: (202) 737-5900.

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The Three Rs — Reading, Writing & Razing

BILL BRUNEAU

MANY A CANADIAN THINKS OF SPRING as a time for major house renovation. Yet the very idea of renovation fills many of us with curiosity and apprehension. Will it be a new paint-job for the kitchen? A study in the basement? A whole new storey? We consult our family and neighbours, to see what they might like — or tolerate. Finally, we look into our bank account. Can we afford it, and is it really worth the expense and the pain?

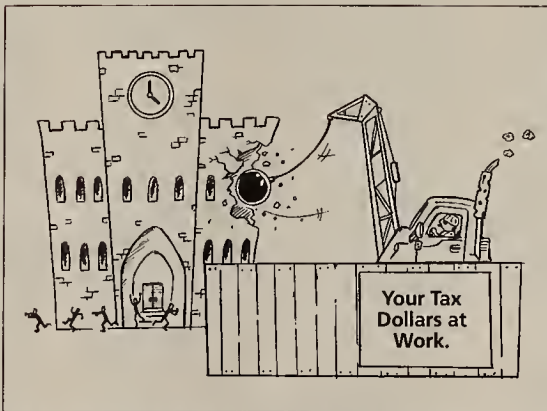
But, when government decides to "renovate," it all too often ends up removing whole rooms, subtracting whole floors, reconceptualizing the entire structure and inviting strangers to move in — forever.

The popular terms for this sort of thing include "restructuring," "re-engineering," and "privatization." But I believe we can and should distinguish between renovation and restructuring in the Canadian university.

By far the majority of Canadian academics I've talked to in the past decade have few worries about renovation in post-secondary education. It's true they've occasionally found it hard to judge the significance of new disciplines, or new approaches to older disciplines. Renovation is always a bit tough.

One thinks of the slow and sometimes torturous introduction of history, literature, mathematical physics, sociology and anthropology, professional studies in law, medicine, social work, business administration, education, nursing, and many more — all of which have enriched the intellectual and educational lives of our universities and colleges.

Meanwhile, the system has built new and close relationships with the community and society it serves. Although we complain our administrations are not terribly transparent, it's



still true that the university and college system in the country as a whole is open to study and analysis.

And finally, the system is more accessible than ever, and Canadians have responded by pursuing post-secondary education in unprecedented numbers since 1945.

Throughout those years our system has shown it goes in for renovation in a big way. It's proven itself responsive to social and economic change, and has led that change when there were good historical, political, or economic reasons for doing so. Best of all, experience shows the system works best when its member universities and colleges are academically autonomous, collegially governed, and properly funded.

The contrast with restructuring is extreme. Think of the popularity across Canada of new groupings of departments and even of faculties.

At the University of Calgary this past winter, the central administration has imposed the "clustering" of 14 of the 16 faculties into four groupings, even though the administration admits this tactic will produce no administrative economies and even though it has not demonstrated that it has any intellectual foundation. Moreover, the clustering is not the result of any significant consultation with or discussion in the general faculties council, or other academic body at Calgary. So why do it?

In Manitoba the Council on Post-Secondary Education (COPSE), under the direction of the Tory government is exploring the limits to its power as it begins to reveal its vision for post-secondary education in the province. COPSE is investigating performance indicators, its ability to override collective agreements and in particular exigency clauses, in an apparent wish to micro-manage Manitoba's universities.

As for its vision, COPSE it seems, would, if it could, prefer to close the University of Manitoba's faculty of education in favour of Brandon's or Winnipeg's because of the higher cost at Manitoba. Why are the costs too high? According to COPSE the U of M has far too many full and associate professors whereas the other institutions have the advantage of a greater proportion of sessionals educating future generations of teachers.

It appears the aim of restructuring is not efficiency, nor is it higher quality, nor is it broader and more equitable access. We're not talking about a new paint job whether it be at Manitoba or at Calgary, and elsewhere. We're talking about wholesale redevelopment. I suggest we go back to some serious renovation — the approach that has proven itself in the past. ■

Enseignement postsecondaire au Canada : démolir n'est pas synonyme de rénover

POUR NOMBRE DE CANADIENS ET CANADIENNES, LE printemps est le temps de nettoyer la maison de fond en comble, de mettre de l'ordre dans le jardin et de rénover la maison. D'ailleurs, pour nombre d'entre nous, l'idée même de rénover suscite autant de curiosité que d'apprehension : faudrait-il repeindre la cuisine ou construire un bureau au sous-sol? Faudrait-il ajouter un nouvel étage? Nous consultons notre famille et nos voisins pour savoir ce qu'ils aimeraient peut-être (ou ce qu'ils toléreraient). Puis, nous regardons notre compte de banque : avons-nous les moyens de le faire? Cette dépense et les efforts en valent-ils vraiment la peine?

Lorsqu'ils décident de rénover, trop souvent les gouvernements déplacent des salles entières, enlèvent des étages complets, «reconçoivent» toute la structure et invitent les étrangers à s'y installer pour toujours.

Pour qualifier cette situation, il existe des termes populaires comme «restructuration», «rationalisation» et «privatisation». Je crois toutefois que nous pouvons et que nous devons faire une distinction entre la «rénovation» et la «restructuration» dans le contexte universitaire canadien.

La majorité de Canadiens et Canadiennes à qui j'ai parlé au cours des dix dernières années s'inquiètent peu de la «rénovation» dans le secteur postsecondaire. Certes, ils ont parfois de la difficulté à juger de l'importance de nouvelles disciplines ou de nouvelles orientations à de vieilles disciplines. La rénovation est toujours un peu difficile.

Que l'on pense, par exemple, à l'implantation lente et parfois pénible de l'histoire, de la littérature française et anglaise, de la physique mathématique, de la sociologie et de

l'anthropologie, des études en droit, en médecine, en travail social, en administration, en éducation, en sciences infirmières et bien plus. Toutes ces disciplines ont enrichi la vie intellectuelle et pédagogique de nos universités et collèges.

Dans l'intervalle, le système a noué des liens nouveaux et serrés avec la collectivité qu'il desservait. Bien que nous nous plaignions que l'administration de nos universités ne soient pas terriblement transparente, il demeure vrai que le système collégial et universitaire, dans son ensemble, est ouvert à l'étude et à l'analyse.

En dernier lieu, le système est plus accessible que jamais car les Canadiens et Canadiennes s'y inscrivent massivement depuis 1945.

Au cours de ces années, notre système a prouvé qu'il ne craignait pas la rénovation. Il s'est montré capable de réagir aux changements sociaux et économiques et a pris le virage nécessaire lorsque de bonnes raisons économiques, historiques ou politiques le justifiaient. Encore mieux, l'expérience a révélé que le système est à son meilleur lorsque les universités et les collèges sont autonomes pédagogiquement, dirigés en collégialité et financés suffisamment.

Par contre, le contraste avec la restructuration est extrême. Pensons seulement à la popularité que suscitent dans tout le Canada les fusions de départements, voire de facultés.

Ainsi, à l'Université de Calgary l'hiver dernier, l'administration centrale a proposé de réunir 14 des 16 facultés en quatre groupes même si elle convenait que cette tactique n'entraînerait aucune économie et même si elle n'a pas prouvé qu'elle avait un fondement intellectuel. De plus, le groupement découlait d'aucune consultation importante au conseil d'université, aux conseils généraux des facultés ou à d'autres

instances universitaires de l'établissement. Pourquoi le faire alors?

Au Manitoba, le Conseil sur l'enseignement postsecondaire, relevant du gouvernement conservateur, explore les limites de ses pouvoirs à mesure qu'il commence à révéler sa vision de l'enseignement postsecondaire dans la province. Le Conseil étudie les indicateurs de rendement et sa compétence à contourner les conventions collectives en vue de gérer à outrance les universités du Manitoba.

Il semble, par ailleurs, que le Conseil préférerait, s'il le pouvait, fermer la faculté des sciences de l'éducation de l'Université du Manitoba au profit de l'Université Brandon ou de l'Université de Winnipeg en raison des coûts plus élevés à la première. Pourquoi ces coûts sont-ils plus élevés? Selon le Conseil, l'Université du Manitoba compte trop de professeurs titulaires et agrégés alors que les autres établissements ont l'avantage d'avoir plus de chargés de cours formant les futures générations d'enseignants.

Le but de la restructuration n'est pas l'efficacité, ni une qualité supérieure, ni un accès plus large et plus équitable. La restructuration doit viser le renforcement du pouvoir central, que ce soit celui des recteurs, ou plus vraisemblablement, le pouvoir des fonctionnaires provinciaux et des vérificateurs, le remplacement des critères universitaires d'excellence par ceux du marché et l'imposition de la «discipline» du marché au lieu d'un accès étendu quant aux frais de scolarité, au financement public, etc.

Nous ne parlons pas de la peinture à refaire au Manitoba, à Calgary, et ailleurs. Nous parlons d'un réaménagement systématique. Je propose que nous retournions à une rénovation sérieuse, à l'approche qui a fait ses preuves par le passé. ■